

Department of the Army
Pamphlet 600-45

Personnel-General

ARMY COMMUNITIES OF EXCELLENCE— GUIDELINES FOR COMMUNITY EXCELLENCE

Headquarters
Department of the Army
Washington, DC
1 August 1991

UNCLASSIFIED

SUMMARY of CHANGE

DA PAM 600-45

ARMY COMMUNITIES OF EXCELLENCE— GUIDELINES FOR COMMUNITY EXCELLENCE

Not applicable.

o

o

A Message from the Secretary of the Army



Rich in history, Army posts provided for the common defense, served our country's western expansion and have trained millions of men and women to safeguard freedom around the globe. They continue to serve our Nation well.

Our Army communities comprise far more than streets, utilities, buildings and grounds. They are in the basic business of taking care of people. Army communities are inextricably linked to morale, welfare, and the sense of well-being of soldiers, families, and employees. As such they are crucial to recruiting, retention, and readiness of our Army.

Community excellence is an attitude that is nurtured by action. The Army Communities of Excellence Program points toward excellent, people-oriented services offered in excellent facilities. Our people have earned that and they deserve it.

I fully support this important program and encourage your help in making every Army installation a "Community of Excellence".



A handwritten signature in black ink, reading "M. P. W. Stone".

M. P. W. Stone
Secretary of the Army

A Message from the Chief of Staff, Army



Operations Desert Shield and Desert Storm gave the nation and the world a revealing look at the extraordinary capability of the high quality soldiers and the superb equipment in today's trained and ready Total Army. What was not as apparent, but just as vital a component of the readiness and morale of our America's Army, was the role of Army communities. It is on the installations, posts, camps, and stations around the world that the great work of the Army is accomplished—training, developing leaders, teaching, planning, and taking care of families.

Providing the best possible working and living conditions for the day-to-day business of soldiering is what the Army Communities of Excellence (ACOE) Program is all about. The quality of services and facilities that our soldiers, DA civilians, and their families use must be the best if we expect to retain the very best men and women in our ranks. They deserve a quality of life representative of the society that they have sworn to defend. As the Army moves ahead to shape a smaller, more CONUS-based force for the future, we must maintain the excellence in our Army communities just as surely as we maintain it in our training.

The confidence that our soldiers had during Desert Storm in the welfare of their families back home did not just happen overnight. It was the result of years of effort by committed leaders who strove to harness the drive and creative potential of all members of the Army community. Such dedication builds a bond in the ranks and helps in overcoming the challenges of both war and peace. I remain committed to ensuring that our soldiers have excellent communities. I challenge each of you, as leaders and as individuals, to redouble your efforts to keep the standards high. Of all the actions we can take to keep our Army ready to fight and win, supporting the ACOE program is one of the simplest, least costly, and ultimately, the best return on our time and resources.



General, United States Army
Chief of Staff

Personnel-General

ARMY COMMUNITIES OF EXCELLENCE— GUIDELINES FOR COMMUNITY EXCELLENCE

By Order of the Secretary of the Army:

GORDON R. SULLIVAN
General, United States Army
Chief of Staff

Official:

PATRICIA P. HICKERSON
Brigadier General, United States Army
The Adjutant General

History. This publication has been reorganized to make it compatible with the Army electronic publishing database. No content has been changed.

Summary. This Army pamphlet discusses the mission of the Army Communities of Excellence (ACOE) program, which is to provide, in a quality environment, excellent facilities and services, everywhere, always. The Army

Communities of Excellence program is not competing with any other program; ACOE complements and adds luster to everything the Army does. The Army Communities of Excellence program is a program for the total Army which focuses on improvements in the environment, in services and facilities, improving working and living conditions, renewing pride and developing a sense of accomplishment in every member of the community. The by-product of the program is designed to increase performance and productivity as the Army focuses its resources toward the common goal of readiness.

Applicability. This pamphlet applies to the Active Army, the Army National Guard, and the U.S. Army Reserve.

Proponent and exception authority. The proponent agency of this pamphlet is the Office of the Chief of Staff, Army.

Interim changes. Interim changes to this pamphlet are not official unless they are authenticated by The Adjutant General. Users will destroy interim changes on

their expiration dates unless sooner superseded or rescinded.

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA, (DACS-DMA), Washington, D.C. 20310-0200.

Distribution. Distribution of this publication is made in accordance with the requirements on DA Form 12-09-E, block number 4985, intended for command levels A, B, C, D, and E for Active Army, Army National Guard, and U.S. Army Reserve.

Contents (Listed by paragraph and page number)

Chapter 1

Introduction, page 1

Readiness and Army Communities of Excellence • 1-1, page 1

Army Communities of Excellence Focus • 1-2, page 1

The S-E-R Principle • 1-3, page 3

Chapter 2

Services Excellence, page 3

General • 2-1, page 3

The Concept of Customer Service • 2-2, page 5

Courtesy • 2-3, page 5

Promptness • 2-4, page 5

Chapter 3

Facilities Excellence, page 6

General • 3-1, page 6

*This publication supercedes DA Pamphlet 600-45, October 1989

Contents—Continued

Installation Design Guide • 3-2, *page 9*
Expanded Self-Help • 3-3, *page 9*
Building Exteriors • 3-4, *page 10*
Building Interiors and Furnishings • 3-5, *page 11*
Signage • 3-6, *page 12*
Reducing Visual Clutter • 3-7, *page 13*
Planting and Landscaping • 3-8, *page 14*
Lighting • 3-9, *page 15*
Streets • 3-10, *page 15*
Parking • 3-11, *page 16*
Utilities • 3-12, *page 16*
Environment • 3-13, *page 17*
Historic Preservation • 3-14, *page 17*
Models of Facility Excellence • 3-15, *page 18*

Chapter 4

Community Excellence Plan, *page 19*

What the Plan Must Address • 4-1, *page 19*
Set High Standards—Develop Plans • 4-2, *page 19*
Planning Tips • 4-3, *page 19*
Getting Started • 4-4, *page 20*

Chapter 5

Community Excellence Education and Awareness, *page 21*

Excellence at the community level • 5-1, *page 21*
Sharing ACOE ideas and initiatives • 5-2, *page 21*

Chapter 6

Excellence Evaluations and Awards, *page 22*

Evaluations • 6-1, *page 22*
Excellence Awards • 6-2, *page 22*
Department of the Army Certificate of Customer Service Excellence • 6-3, *page 24*

Chapter 7

Excellence Standards/Guidelines, *page 25*

Army Communities are some of the best managed towns • 7-1, *page 25*
Army Communities are home • 7-2, *page 25*

Appendixes

- A. MEDICAL SERVICES, *page 26***
- B. LEGAL ASSISTANCE SERVICES, *page 32***
- C. PUBLIC AFFAIRS SERVICES, *page 39***
- D. PERSONNEL & COMMUNITY SERVICES, *page 42***
- E. FINANCE AND ACCOUNTING CUSTOMER SERVICES, *page 69***
- F. CHAPLAIN SERVICES, *page 71***
- G. LOGISTICS SERVICES, *page 75***
- H. THE INSPECTOR GENERAL SERVICES, *page 79***
- I. INFORMATION SYSTEMS SERVICES, *page 81***
- J. PERSONNEL SECURITY SERVICES, *page 84***
- K. CONTRACTING SERVICES, *page 85***
- L. POST EXCHANGE SERVICES, *page 86***

Contents—Continued

- M.** CIVILIAN AND MILITARY RELATIONS, *page 90*
- N.** FACILITIES ENGINEERING AND HOUSING SERVICES, *page 91*
- O.** ENVIRONMENT, *page 107*
- P.** SINGLE SOLDIER INITIATIVES, *page 111*
- Q.** SAFETY, *page 112*
- R.** ARMY CAREER AND ALUMNI PROGRAM (ACAP), *page 116*

Table List

- Table A-1: Patient Access to Health Care, *page 26*
- Table A-2: The Medical Treatment Facility, *page 26*
- Table A-3: Red Cross Volunteers, *page 27*
- Table A-4: Quality Health Care, *page 27*
- Table A-5: Sharing Good Programs And Ideas, *page 27*
- Table A-6: Consumer Councils, *page 28*
- Table A-7: Exceptional Family Member Program (EFMP), *page 28*
- Table A-8: Family Advocacy Services, *page 28*
- Table A-9: Health Promotion and Fitness Program, *page 29*
- Table A-10: Preventive Medicine And Occupational Health Services, *page 29*
- Table A-11: Patient Advocacy Services, *page 29*
- Table A-12: Satisfaction Surveys, *page 30*
- Table A-15A: Preventive Dentistry Program, *page 30*
- Table A-15B: Special Dental Care Efforts, *page 30*
- Table A-16: Patient Perception of Health Care, *page 31*
- Table A-17: Veterinary Services, *page 31*
- Table B-2A: Priority to Active Duty (AD) soldiers and families for appointments, *page 32*
- Table B-2B: Providing for the use of an in-state attorney, *page 32*
- Table B-2C: Minimum level of experience for Legal Assistance attorneys, *page 33*
- Table B-2D: Adequate professional supervision in legal assistance program, *page 33*
- Table B-2E: Adequate clerical and administrative support, *page 33*
- Table B-3A: Appointment waiting times reasonable, *page 33*
- Table B-3B: Handling of emergencies, *page 34*
- Table B-3C: Simple wills and powers of attorney (POAs), *page 34*
- Table B-3D: Expanded Legal Assistance Program, *page 34*
- Table B-3E: Providing a civilian notary public, *page 34*
- Table B-3F: Client critique of services, *page 35*
- Table B-4A: Appearance and privacy of attorney offices, *page 35*
- Table B-4B: Client amenities, *page 35*
- Table B-4C: Directory and interior signage, *page 36*
- Table B-5: Preventive Law, *page 36*
- Table B-6: Income tax assistance, *page 36*
- Table B-7A: Associations with local bar, *page 37*
- Table B-7B: Local attorney referrals, *page 37*
- Table B-7C: Contacts with other local agencies, *page 37*
- Table B-8: Deployment Issues, *page 38*
- Table B-9: Use of Reserve Component Judge Advocates, *page 38*
- Table C-1: Quality Of Work Place, *page 39*
- Table C-2: Courtesy to Contacts, *page 39*
- Table C-3: Media Relations, *page 39*
- Table C-4: Set-The-Record-Straight Program, *page 40*
- Table C-5: Community Relations, *page 40*
- Table C-6: Unit/Tenant Public Affairs Representatives, *page 40*

Contents—Continued

Table C-7: Command Information, <i>page 41</i>
Table C-8: On-Call PAO, <i>page 41</i>
Table C-9: Public Affairs Planning, <i>page 41</i>
Table D-2A: Comprehensive Plan, <i>page 42</i>
Table D-2B: ADAPCP Staffing, <i>page 43</i>
Table D-2C: Substance Abuse Prevention Training, <i>page 43</i>
Table D-3A: Management Support, <i>page 43</i>
Table D-3B: Customer Service, <i>page 44</i>
Table D-3C: Equal Employment Opportunity (EEO) Awareness, <i>page 44</i>
Table D-3D: Professional Civilian Personnel Services (CPS) Facilities, <i>page 44</i>
Table D-3E: Classification of Civilian Jobs, <i>page 45</i>
Table D-3F: Civilian Job Vacancies, <i>page 45</i>
Table D-3G: Family Member Employment Assistance Program (FMEAP), <i>page 45</i>
Table D-3H: Recognition of Civilian Employees, <i>page 46</i>
Table D-3I: Employee Performance and Conduct, <i>page 46</i>
Table D-3J: Army Civilian Training, Education and Development System (ACTEDS), <i>page 46</i>
Table D-3K: Training of New Supervisors, <i>page 47</i>
Table D-3L: Availability of Employee Services, <i>page 47</i>
Table D-3M: Customer Service Training, <i>page 47</i>
Table D-4A: EEO Program, <i>page 48</i>
Table D-4B: EEO Office Staffing, <i>page 48</i>
Table D-4C: EEO Rights & Responsibilities, <i>page 48</i>
Table D-5A: Environment Free from Discrimination, <i>page 49</i>
Table D-5B: Redress of Complaints, <i>page 49</i>
Table D-5C: Unit EEO Staffing, <i>page 49</i>
Table D-6A: Comprehensive Army Continuing Education (ACE) Program, <i>page 49</i>
Table D-6B: Professional ACE Facilities, <i>page 50</i>
Table D-6C: Section VI Schools, <i>page 50</i>
Table D-6D: DoDDS Installation Interface, <i>page 51</i>
Table D-7A(1): Consumer Affairs/Financial Assistance Program, <i>page 51</i>
Table D-7A(2): Exceptional Family Member Program (EFMP), <i>page 51</i>
Table D-7A(3): EFMP Screening, <i>page 52</i>
Table D-7A(4): Information, Referral & Follow-Up Program, <i>page 52</i>
Table D-7A(5): Volunteer Program, <i>page 52</i>
Table D-7A(6): Relocation Program, <i>page 52</i>
Table D-7A(7): Family Member Employment Assistance Program (FMEAP), <i>page 53</i>
Table D-7B: Child Development Services (CDS), <i>page 53</i>
Table D-7C: Family Advocacy Program - Transfer Process Between OCONUS & CONUS, <i>page 54</i>
Table D-7D: Family Member/Soldier Input in Family Program Development, <i>page 54</i>
Table D-7E: Foster Care Program, <i>page 54</i>
Table D-7F: Increase Availability of Care for School-Age Children, <i>page 55</i>
Table D-7G: Prevention of Family Violence, <i>page 55</i>
Table D-7H(1): Youth Services, <i>page 55</i>
Table D-7H(2): Youth Facility Management, <i>page 56</i>
Table D-7H(3): Youth Participation, <i>page 56</i>
Table D-7H(4): Youth Program Assessment, <i>page 56</i>
Table D-8A: Arts and Crafts, <i>page 56</i>
Table D-8B: Bowling, <i>page 57</i>
Table D-8C: Clubs, <i>page 57</i>
Table D-8D: Community Activity Centers (CAC), <i>page 57</i>
Table D-8E: Entertainment (Music and Theater), <i>page 58</i>
Table D-8F: Golf, <i>page 58</i>
Table D-8G: Leisure Travel, <i>page 58</i>
Table D-8H(1): Libraries—General, <i>page 59</i>
Table D-8H(2): Libraries—Acquisition Program, <i>page 59</i>

Contents—Continued

Table D-8I(1): Quality and Efficient Program Management, <i>page 59</i>
Table D-8I(2): MWR Marketing, <i>page 60</i>
Table D-8J: Outdoor Recreation, <i>page 60</i>
Table D-8K: Sports, <i>page 60</i>
Table D-9A(1): Awards and Decorations Processing, <i>page 61</i>
Table D-9A(2): Receipt of Awards and Decorations, <i>page 61</i>
Table D-9B: Casualty Services – Informal Line of Duty Investigations, <i>page 61</i>
Table D-9C(1)A: Enlisted—Conduct Annual Computations, <i>page 62</i>
Table D-9C(1)B: Integrate on gaining organization Recommended List for Promotion, <i>page 62</i>
Table D-9C(1)C: Promote Soldiers to E-4 and below within waiver allocation limits, <i>page 62</i>
Table D-9C(1)D: Promotion Progression MOS (PRMS), <i>page 62</i>
Table D-9C(1)E: Use of Army Civilian Acquired Skills, <i>page 63</i>
Table D-9C(2): Officer - Eligibility Date for 1LT/CW2 AUS, <i>page 63</i>
Table D-9D(1): Low-Late Submission Rates - NCO/officer Evaluation, <i>page 63</i>
Table D-9D(2): Minimal Error Rate - NCO/officer Evaluations, <i>page 63</i>
Table D-9E(1): Courteous and Timely Service, <i>page 64</i>
Table D-9E(2): Professional Facilities, <i>page 64</i>
Table D-9E(3): Personnel Service Company/Military Personnel Division, <i>page 64</i>
Table D-9F(1): Guard/Reserve ID Cards, <i>page 65</i>
Table D-9F(2): ID Cards Issue and DEERS Enrollment, <i>page 65</i>
Table D-9F(3): Training on ID Card Issue, <i>page 65</i>
Table D-9F(4): Training on Soldier Responsibility for DEERS Enrollment, <i>page 66</i>
Table D-9F(5): Updating Soldiers and Family Members Addresses, <i>page 66</i>
Table D-9G(1): Mail Collection, <i>page 66</i>
Table D-9G(2): Mail Delivery, <i>page 67</i>
Table D-9G(3): Postal Facilities, <i>page 67</i>
Table D-9G(4): Quality and Responsive Service, <i>page 67</i>
Table D-9G(5): Retail Services, <i>page 67</i>
Table D-9H(1): Retiree Services—Councils, <i>page 68</i>
Table D-9H(2): Retiree Services—Survivor Benefit Plan, <i>page 68</i>
Table E-1: Pay Accuracy and Timeliness, <i>page 69</i>
Table E-2: Financial Services, <i>page 69</i>
Table E-3: Fund Availability, <i>page 70</i>
Table F-2: Religious Accommodation, <i>page 71</i>
Table F-3: Soldier Ministries, <i>page 71</i>
Table F-4: Public Worship Services, <i>page 72</i>
Table F-5: Religious Education Programs, <i>page 72</i>
Table F-6: Pastoral Care - Counseling and Crisis Intervention, <i>page 72</i>
Table F-7: Family and Youth Programs, <i>page 73</i>
Table F-8: Volunteer Management, Training and Recognition, <i>page 73</i>
Table F-9: Chapel Resources, <i>page 73</i>
Table F-10: Chapel Support Services, <i>page 74</i>
Table F-11: Religious Information, <i>page 74</i>
Table G-1: Commissary, <i>page 75</i>
Table G-2: Food Service, <i>page 75</i>
Table G-3: Laundry & Dry Cleaning, <i>page 76</i>
Table G-4: Army Military Clothing Sales Store (AMCSS), <i>page 76</i>
Table G-5: Central Issue Facility, <i>page 76</i>
Table G-6: Transportation - Personal Property Movement, <i>page 77</i>
Table G-7: Transportation - Bus/Taxi Service, <i>page 77</i>
Table G-8: Transportation – Transportation Motor Pool, <i>page 77</i>
Table G-9: Supply, <i>page 78</i>
Table G-10: Maintenance, <i>page 78</i>
Table G-11: Army Energy Resources Management Plan (ERMP), <i>page 78</i>
Table H-1: Inspector General Assistance, <i>page 79</i>

Contents—Continued

Table H-2: Inspector General Inspections, <i>page 79</i>
Table H-3: Access to IG Assistance Services, <i>page 80</i>
Table H-4: IG Office Appearance and Lay Out, <i>page 80</i>
Table I-1: Information Centers, <i>page 81</i>
Table I-2: Information Management Support Councils, <i>page 81</i>
Table I-3: Personal Computers, <i>page 82</i>
Table I-4: Overseas Telephone Service, <i>page 82</i>
Table I-5: Communications Networks, <i>page 82</i>
Table I-6: Installation Support Modules, <i>page 83</i>
Table I-7: Publications Distribution, <i>page 83</i>
Table J-1: Personnel Security, <i>page 84</i>
Table J-2: Security Procedures Training, <i>page 84</i>
Table J-3: Quality Workplace, <i>page 84</i>
Table K-1: Advance Acquisition Planning, <i>page 85</i>
Table K-2: Contract Administration, <i>page 85</i>
Table L-2: Communication, <i>page 86</i>
Table L-3: Main Post Exchange, <i>page 86</i>
Table L-4: Shoppette, <i>page 87</i>
Table L-5: Troop Stores, <i>page 87</i>
Table L-6: Army Military Clothing Sales Store (AAFES Managed), <i>page 87</i>
Table L-7: Class Six Store, <i>page 88</i>
Table L-8: Food Services, <i>page 88</i>
Table L-9: Personal Services, <i>page 88</i>
Table L-10: Automotive Services, <i>page 89</i>
Table L-11: Customer Services, <i>page 89</i>
Table M-1: Civilian and Military Relations, <i>page 90</i>
Table N-4A: Personnel Evaluation, <i>page 91</i>
Table N-4B: Timeliness, <i>page 92</i>
Table N-4C: Courtesy, <i>page 92</i>
Table N-4D: Cost-Effective Management, <i>page 92</i>
Table N-5A: Real Property Maintenance, <i>page 92</i>
Table N-5B: Scheduled Work, <i>page 93</i>
Table N-5C: Cyclic Maintenance and Repair, <i>page 93</i>
Table N-5D: Customer Feedback, <i>page 93</i>
Table N-5E: Voluntary Labor, <i>page 94</i>
Table N-5F: Ground Covering and Plantings, <i>page 94</i>
Table N-5G: Infrastructure, <i>page 94</i>
Table N-6A: Utility Service, <i>page 95</i>
Table N-6B: Infrastructure., <i>page 95</i>
Table N-7: Refuse Collection, <i>page 95</i>
Table N-8: Fire Protection, <i>page 96</i>
Table N-9A: Construction Projects, <i>page 96</i>
Table N-9B: Mission Requirements, <i>page 96</i>
Table N-10A: Assigning Space, <i>page 97</i>
Table N-10B: Consolidated Facilities, <i>page 97</i>
Table N-10C: Temporary Facilities, <i>page 97</i>
Table N-11A: Required Maintenance and Repair Work, <i>page 98</i>
Table N-11B: Process Job Orders and Service Orders, <i>page 98</i>
Table N-11C: Provide Status Report to Customers, <i>page 98</i>
Table N-11D: Customer Communication and Feedback, <i>page 99</i>
Table N-12A: Customer Input, <i>page 99</i>
Table N-12B: Project design, <i>page 99</i>
Table N-12C: As-built Data Collection, <i>page 99</i>
Table N-12D: Design Process, <i>page 100</i>
Table N-12E: Infrastructure, <i>page 100</i>

Contents—Continued

Table N-13A: Fish and Wildlife, <i>page 100</i>
Table N-13B: Natural Resources, <i>page 101</i>
Table N-13C: Pest Control/Pesticide Usage, <i>page 101</i>
Table N-13D: Historic and Cultural Resources, <i>page 101</i>
Table N-13E: Maintain Natural Resources, <i>page 102</i>
Table N-14A: Waiting List, <i>page 102</i>
Table N-14B: Community Activities, <i>page 102</i>
Table N-15A: Incoming Personnel, <i>page 103</i>
Table N-15B: Off-post Listings, <i>page 103</i>
Table N-16: Billet Operations, <i>page 103</i>
Table N-17A: Contract Services, <i>page 104</i>
Table N-17B: Courteous Service, <i>page 104</i>
Table N-18A: Timeliness, <i>page 104</i>
Table N-18B: Supply Inventory, <i>page 104</i>
Table O-1A: Job Related Training, <i>page 107</i>
Table O-1B: General Awareness Training, <i>page 107</i>
Table O-2A: Enhanced Stewardship Program, <i>page 108</i>
Table O-2B: Cultural/Natural Resource Program Management, <i>page 108</i>
Table O-3A: Recycling Program, <i>page 108</i>
Table O-3B: Hazardous Waste Minimization Program, <i>page 109</i>
Table O-3C: Radon/Asbestos Abatement Program, <i>page 109</i>
Table O-3D: Environmental Compliance Program, <i>page 109</i>
Table O-4A: Public Relations/Affairs Program, <i>page 110</i>
Table P-2: Single Soldier Issues, <i>page 111</i>
Table P-3: Single Soldier Voice, <i>page 111</i>
Table P-4: Soldier Involvement, <i>page 111</i>
Table Q-2: Safety Office, <i>page 112</i>
Table Q-3: Accident Prevention, <i>page 112</i>
Table Q-4: POV Accident Prevention, <i>page 112</i>
Table Q-5: Civilian Resource Conservation Program, <i>page 113</i>
Table Q-6: Occupational Safety and Health Compliance, <i>page 113</i>
Table Q-7: Child Care, <i>page 113</i>
Table Q-8: Recreational Activities, <i>page 114</i>
Table Q-9: Risk Awareness., <i>page 114</i>
Table Q-10: Safety Training, <i>page 114</i>
Table Q-11: Range Training, <i>page 115</i>
Table Q-12: Army Suggestion Program, <i>page 115</i>
Table Q-13: Army Safety Awards Program, <i>page 115</i>
Table R-2: Customer Service, <i>page 116</i>
Table R-3: Professional ACAP Facilities, <i>page 116</i>
Table R-4: Marketing the ACAP Program, <i>page 116</i>
Table R-5: Client Evaluation of Services, <i>page 117</i>
Table R-6: Coordinating Transition Services, <i>page 117</i>

Figure List

Figure 1-1: Army Communities are the heart of a trained and ready force (Main Gate, Fort Lewis, WA), <i>page 1</i>
Figure 1-2: Excellent communities are inextricably linked to mission readiness – 8" howitzer, VII Corps, preparing to fire at Grafenwoehr, Germany, <i>page 2</i>
Figure 1-3: Infantrymen, 101st Abn Div (Air Aslt) Desert Storm, <i>page 2</i>
Figure 1-4: Quality facilities promote retention of quality soldiers and civilians (Before and after, Fort Belvoir, VA), <i>page 3</i>
Figure 2-1: Zero waiting time is the goal (Pharmacy, Fort Monmouth, NJ), <i>page 4</i>
Figure 2-2: Innovative ways to serve soldiers should be developed (Mobile Finance Team, Schofield Barracks, HI), <i>page 4</i>

Contents—Continued

- Figure 2-3: Courteous service should be provided with a smile (Dining facility, Fort Leonard Wood, MO), *page 5*
- Figure 2-4: Pleasant waiting areas create favorable impressions (Medical clinic, Karlsruhe, Germany), *page 6*
- Figure 3-1: Excellent facilities are force multipliers (Commissary, Rock Island Arsenal, IL), *page 7*
- Figure 3-2: Excellent facilities foster community pride (Aultman Hall, Fort Sill, OK), *page 8*
- Figure 3-3: Corps of Engineer Headquarters, Rock Island, IL, *page 9*
- Figure 3-4: Screen trash receptacles to eliminate clutter, *page 10*
- Figure 3-5: The entrance to a post creates a first impression (Fort Richardson, AK), *page 10*
- Figure 3-6: Newly arrived soldiers deserve a pleasant welcome (Transient soldier's room, Torii Station, Okinawa), *page 11*
- Figure 3-7: Self-Help can make a difference, a junk area turned into a marketing office (Before and after, DCPA Marketing Office, Fort Lewis, WA), *page 12*
- Figure 3-8: A coherent family of signs is a key to reducing visual clutter (Fort Drum, NY), *page 13*
- Figure 3-9: Modular system furnishings can greatly improve productivity, *page 13*
- Figure 3-10: Old housing can be made more liveable (Before and after, Wherry Housing, Fort Campbell, KY), *page 14*
- Figure 3-11: Self-Help stores should be well stocked and uncomplicated (Self-Help stores, Fort Monmouth, NJ left and Redstone Arsenal, AL right), *page 15*
- Figure 3-12: Low cost landscaping and proper painting techniques can also reduce visual clutter (Traffic Island, before and after, Fort Leavenworth, KS), *page 16*
- Figure 3-13: Simple landscaping enhances flag area (Before and after, Fort Leavenworth, KS), *page 17*
- Figure 3-14: The walls of the Sherman House, c. 1870, were built with native stone (Fort Sill, OK), *page 18*
- Figure 3-15: Guest facilities should be equal of, or better than a commercial hotel (Guesthouse, Wiesbaden, Germany), *page 18*
- Figure 4-1: Barrack latrine facilities should reflect our care and concern for living conditions (Bamberg, Germany), *page 19*
- Figure 4-2: Soldiers deserve clean waiting areas and professional courteous service., *page 20*
- Figure 4-3: 24 hour banking machines enhance customer service (Bank machine, Karlsruhe, Germany), *page 20*
- Figure 4-4: Rewards are a commander's way of recognizing excellence. (Customer Service Excellence Award, Heidelberg, Germany), *page 21*
- Figure 6-1: Fort Bragg receives Chief of Staff, Army top award, *page 23*
- Figure 6-2: The DoD Commander-in-Chief Award for Installation Excellence, *page 23*
- Figure 6-3: Department of the Army Certificate of Customer Service Excellence, *page 24*
- Figure 7-1: Army communities are home ...and about homecomings, *page 25*

Chapter 1 Introduction

1-1. Readiness and Army Communities of Excellence

The mission of the Army Communities of Excellence (ACOE) program is to provide, in a quality environment, excellent facilities and services, everywhere, always. The Army Communities of Excellence program is not competing with any other program; ACOE complements and adds luster to everything the Army does. The Army Communities of Excellence program is a program for the total Army which focuses on improvements in the environment, in services and facilities, improving working and living conditions, renewing pride and developing a sense of accomplishment in every member of the community. The by-product of the program is designed to increase performance and productivity as the Army focuses its resources toward the common goal of readiness. The Army community is inextricably linked to readiness; our forces train at, deploy from, are sustained by and return to—the community. Soldiers who are convinced that their leaders care about them and their families perform their mission with more confidence. When a commitment to caring is present within a community, soldiers, civilian employees, and their families feel better about themselves, the community, and the Army. This aids in retention and increases combat readiness. Soldiers are entitled to the same quality of life as the society that they are pledged to defend.



Figure 1-1. Army Communities are the heart of a trained and ready force (Main Gate, Fort Lewis, WA)

1-2. Army Communities of Excellence Focus

The Army community is fundamental to the quality of the force, for it is within our communities that we establish the environment in which our soldiers, civilians and families live and work. It is also within our communities that we establish that intangible yet powerful dimension of life - the sense of home. If we are to attract and retain quality soldiers, we must be unrelenting in our commitment to create communities in which every soldier - single or married - every civilian and every family can grow and prosper. While we must continue to focus attention and resources on training and maintenance, we must never overlook the fundamental role of our communities in the quality of the force. For, if we allow our facilities to erode or if we fail to provide our soldiers and families with courteous, responsive services, the quality of the force will quickly dissipate, and the nation will be left with an Army that is incapable of fulfilling its strategic responsibilities.

- a. Pride and professionalism are nourished by a sense of well being – a sense that one can get on with a mission secure in the knowledge that the community is fully supportive in its facilities and services.
- b. An Army community is a planned combination of people, facilities, and services working in concert to accomplish a mission. The very purpose of an Army community is to support soldiers, families, tenant units, retirees, and civilian employees.
- c. The ACOE program is based on the principle that communities support people best by combining excellent services with excellent facilities in a quality environment. Poor service indicates poor organization, poor direction, or both. Poor services are usually traceable to self-imposed layers of bureaucratic nonsense. Poor facilities, which reflect an organization's disregard for people, will eventually lead to an erosion of service. ACOE points toward excellent services offered in excellent facilities.



Figure 1-2. Excellent communities are inextricably linked to mission readiness – 8" howitzer, VII Corps, preparing to fire at Grafenwoehr, Germany

d. The concept of ACOE that follows is broad enough to accommodate a variety of approaches that can be tailored to any organization, command, or installation. Success is guaranteed under ACOE and will come promptly when commanders, leaders, and managers take advantage of the entrepreneurial genius of people. Thinking of better ways of helping people and getting work done better and smarter is not limited by grade or position. Ideas and initiatives must be encouraged and allowed to float up.



Figure 1-3. Infantrymen, 101st Abn Div (Air Aslt) Desert Storm

e. By monitoring the progress of the program and sharing good ideas and solutions, ACOE helps the Army toward sharper readiness and greater mission accomplishment.

f. At its heart, the Army Communities of Excellence program is a commander's program. It consists of:

- Services Excellence;
- Facilities Excellence;
- Environmental Excellence;
- Excellence Awards based on evaluation;

An Excellence Plan for each community;
Excellence Awareness and Education; and
Services and Facilities Guidelines.



Figure 1-4. Quality facilities promote retention of quality soldiers and civilians (Before and after, Fort Belvoir, VA)

1-3. The S-E-R Principle

The fundamental approach taken by ACOE can be summed up in the “S-E-R Principle”.

- Set High Standards
- Evaluate Against Those Standards
- Reward Those Who Achieve.

The standards for each community will be developed by the community/installation commander using guidance herein.

Chapter 2 Services Excellence

2-1. General

Each day in nearly every Army community, there are thousands of customers seeking assistance. Services cut across the entire functional spectrum of the community and affect mission accomplishment. The term includes personnel services, morale, welfare and recreation, medical and pharmacy services, family services, commissary, post exchange, transportation, logistics, engineering, information, housing, contracting, finance, and much more. It is essential that each organization improve the level of service throughout the community.

a. It is important to understand that most Army civilian and military service providers want to do a good job. Clearly, that isn't a problem. Then why is top quality customer service in our Army so fragmented? Why is it that the transportation office or finance section at one installation is superb while the housing office is disgraceful? Why might transition centers be truly excellent at twenty installations, terrible at ten others and average at all the rest? We can say that all of that depends on leadership at the local level, which is undoubtedly true. But while there are outstanding programs extant in various locales and commands, the primary problem has been the lack of a coherent, focused concept or strategy concentrated on top quality service as away-of-life in the Army. The ACOE program, together with commander commitment and community involvement, is changing that.



Figure 2–1. Zero waiting time is the goal (Pharmacy, Fort Monmouth, NJ)

b. The Army’s bottom line is its people. For most of our services there is simply no where else to turn. Soldiers are entitled to the same quality of life as is afforded the society they have pledged to defend. They must not be treated as “captive audiences” – hostages to ossified and arthritic “systems”.

c. Quality customer service cannot be legislated, mandated, ordered or sloganeered into inception. It will rarely occur spontaneously or through some form of osmosis. Quality service requires committed leadership and enthusiasm that permeates all the way to the frontline service provider.

d. While guidelines, standards, and examples can be found in Appendices A through R, the concept of services excellence is discussed below. Successful examples will be shared and institutionalized throughout the Army. The key ingredients of services excellence are

A concept of customer service,
Commitment to courtesy, and
Promptness in delivery.



Figure 2–2. Innovative ways to serve soldiers should be developed (Mobile Finance Team, Schofield Barracks, HI)

2-2. The Concept of Customer Service

Services excellence in Army communities is based on excellent customer services. Customer service is oriented on helping people and treating them with dignity and respect. Customer oriented organizations

- continually strive to work better and smarter;
- pay attention to customer service training;
- are not layered with bureaucratic nonsense;
- cut red-tape, not string it;
- measure progress;
- are responsive to customer and employee feedback;
- reward success.

2-3. Courtesy

A friendly and helpful attitude must be standard for all who serve the customer, whether it is a cook in a troop mess or a housing manager helping a family obtain housing. Courtesy is contagious. Courtesy that permeates the entire community reflects pride and positive attitudes within the community. Emphasis must be placed on courtesy for every functional service provided by the community. In this regard, commanders and supervisors will find it useful to include courtesy and responsiveness as part of soldier and civilian evaluations.



Figure 2-3. Courteous service should be provided with a smile (Dining facility, Fort Leonard Wood, MO)

2-4. Promptness

a. Service delayed is poor service. Avoidable service delays include unduly long waits for medical and pharmacy services, travel and TDY reimbursements; inconvenient hours of service; and inadequate staffing of service outlets during peak periods.

b. Waiting lines, another sign of service delay, are the antithesis of courtesy and service excellence. A customer who routinely stands in line for any service is not well served. Every effort must be made to reduce waiting lines wherever they occur: in the mess, personnel office, hospital, commissary, post exchange, etc. "Service desks" can actually impede service. Every department must be a customer service department. Look inward and ask these questions:

- How many forms do people have to fill out?
- Are all of the forms really necessary?
- How many copies are needed?
- Do forms ask for non-essential information?
- Are instructions clear or do we regularly send the customer back for "Form X"?
- How many places do we send people to get help or to get a simple answer?
- Do we return phone calls?
- Do we follow-up on requests for help or do we leave people wondering what happened?
- Do we keep appointments or do we have people change their own schedule to wait on us?

- Do we help a customer or do we wait until the customer finally finds us?



Figure 2-4. Pleasant waiting areas create favorable impressions (Medical clinic, Karlsruhe, Germany)

Chapter 3 Facilities Excellence

3-1. General

Excellent facilities constitute the physical environment in which services are performed and in which activities take place. Excellent facilities are force multipliers. They enhance the contribution of all other elements to the success of the community. They are a direct reflection of individual and community pride. The pursuit of excellence is certainly encouraged among soldiers who live in quality barracks, BEQ's, BOQ's, and family housing, train on ranges in good repair, and work in facilities that are bright, well furnished, and well maintained.

a. Traditionally, we have set our sights far too low; we have not realized the impact facilities have on our people. Facilities do count. World War II and earlier vintage facilities can be made warm and comfortable. Remodeling can make silk from a sow's ear! The degree of facility excellence carries a strong statement about how much we really care about soldiers, family members and our employees. Top quality services are just plain easier to provide in excellent facilities. Morale and productivity are enhanced by having a decent place to do the nation's service. Besides all of that, it is the right thing to do. Given fiscal austerity, commanders are increasingly turning to creative self-help projects in upgrading drab facilities.



Figure 3-1. Excellent facilities are force multipliers (Commissary, Rock Island Arsenal, IL)

b. In facilities where business is “business as usual”, one can usually find hum-drum attention to facility upkeep. Much of this is self-inflicted. Look around in offices and service areas within the organization. How do things look to the customer? To employees? Look for unnecessary clutter. Find it, and get rid of it.

c. People in charge should not be oblivious to tacky, condescending, patronizing messages tacked about offices, corridors, and service areas. These “signs” are usually handwritten “warnings” of various sorts. The full import of their messages may be inadvertent but they all say something about the organization and the atmosphere therein. They convey an attitude. More important, they speak volumes about ho-hum leadership.

d. The following are some actual examples of this irritating nonsense.

“Get out of my face. I don’t write the policy!”

“Coffee is not free here!”

“We pay for this coffee-why don’t you?!”

“**NOTICE** – if you don’t work here this is **NOT** your copier!”

“Wipe your feet. This means **YOU!**”

“**NOTICE** – if you didn’t sign in first, you don’t belong here. No exceptions (Don’t even ask)”

“What is it that you don’t understand about the word, NO?!”

“**NOTICE** – Unique situations are handled by the commander and he doesn’t work here!”

e. The above examples are rude and insulting. Would the authors or management permitting it, actually convey such statements to a customer or fellow employee in person? Inter-office clutter can be cleaned up in a day or two. Get after such nonsense and stay after it.



Figure 3–2. Excellent facilities foster community pride (Aultman Hall, Fort Sill, OK)

f. Abysmal facilities advertise failures in leadership. This failure is probably inadvertent over time, but it is failure nonetheless. Soldiers, employees, and family members should not be saddled or penalized with stark facilities because they happen to be assigned to Fort X rather than Fort Y. Spartan environments often necessary in the field should no longer intrude into our garrisons. The community is home. Facilities in the 1990's must not be flashbacks to bygone eras. Facilities count in the totality of community excellence.

g. The following components of a facilities program:

- An Installation Design Guide;
- An Expanded Self-Help Program;
- Building Exteriors;
- Building Interiors and Furnishings;
- Signage;
- Reducing visual Clutter;
- Planting and Landscaping;
- Lighting;
- Streets;
- Parking;
- Utilities,
- Environment and;
- Historic preservation.



Figure 3–3. Corps of Engineer Headquarters, Rock Island, IL

3–2. Installation Design Guide

a. Installation Design Guides are mandatory for all Army posts, camps, and stations. The Installation Design Guide (IDG) focuses on orderly, coherent installation improvement and growth based on excellent standards. It offers guidance on visual excellence; construction, repair and maintenance, interior design, urban design, and approaches to developing architectural themes for community evolution.

b. The IDG establishes interior and exterior standards for long range planning and ensures consistency of the community's physical appearance and functionality. TM 5–803–5, "Installation Design" provides generic guidance and standards for preparing a community's IDG. Section II in Appendix N also provides additional guidance for preparation of an IDG. The IDG must become a well-thumbed "living document" used by the collective leadership in Army communities.

3–3. Expanded Self-Help

Expanded Self-Help is the heart of a facilities excellence program. It is the concept of doing more for ourselves in fixing problems associated with facilities, streets, and grounds.

a. The commitment and hands-on involvement of installation personnel at all levels and their families can unleash a vast store of innovation, creativity, energy, and competition. The role of an Expanded Self-Help program is to enable these energies to be expressed and channeled toward projects that contribute efficiently to the goals of the program.

b. The Expanded Self-Help program breaks the habit of waiting for months or years for someone else to rectify a facility problem. It is intended to stimulate people to correct the fault themselves, and to provide them the tools, materials, and expert guidance needed to get the job done.

c. The two elements of an Expanded Self-Help program are:

- Encouragement of participants, and
- Enabling of participants by offering guidance, tools, and materials.

d. Encouragement. An expanded Self-Help program should be vigorously encouraged within the community. Such encouragement might use posters, articles in the post or community newspapers, recognition of achievement (see Chapter 6, Excellence Evaluations and Awards), and other means of making the program and its benefits visible in the community.

e. Model excellence projects should be identified and publicized within the community as examples for others. In some cases, it may be appropriate to create scale models of high-priority projects for others to follow.

f. The Excellence Plan itself is an important promotional tool. It sets the standards and identifies the goal of the program. It also offers guidance to ensure that individuals understand the aims of the program for their community and shape their personal efforts so as to clutter contribute to community objectives.



Figure 3–4. Screen trash receptacles to eliminate clutter

g. Enabling. Technical assistance and an uncomplicated customer-oriented approval process are required for a successful Expanded Self-Help program. An Expanded Self-Help store must be staffed by courteous, creative persons who can offer advice, guidance and training on various projects. The stocking policy of the store should reflect the needs of the community as revealed in the ACOE plan. For example, if landscaping is a priority of the plan, gardening tools and supplies should be on the shelf in sufficient quantity. Out-of-stock items are the antithesis of a well-run store.



Figure 3–5. The entrance to a post creates a first impression (Fort Richardson, AK)

h. Responsibility should be assigned for delivery of bulk materials, providing technical assistance, visiting project sites, ensuring quality work, and identifying and remedying trouble spots.

i. Expanded Self-Help provides a very worthwhile return on every dollar invested, a particularly critical asset when resources are constrained. It also offers one other, often overlooked, benefit; building a cohesive organization based on teamwork. Soldiers and civilians working side-by-side to improve their workplace will find other opportunities to help each other in the community. Self-Help engenders pride and encourages a “sense of ownership.”

j. Section III in Appendix N provides additional guidance for Expanded Self-Help programs.

3–4. Building Exteriors

a. Building exteriors are usually the first and most lasting impressions of a community. Soldiers, families, employees, and visitors encounter building exteriors constantly and what these exteriors say about the community has a significant influence on the level of pride and professionalism found in them.

b. Appearance is important-maybe the most important single aspect of exteriors. A master paint and finish plan for interiors and exteriors should be one of the first parts of the Installation Design Guide to be developed and implemented. The complete design guide may take a year to develop, but in the meantime, numerous projects to improve exteriors can be completed.

c. One of the least expensive and most expedient ways to make a dramatic improvement in appearance is painting. Painting of steps should be avoided. If painted at all, railings should be in an earth tone motif. Painting in accordance with the paint schemes established in the IDG should be undertaken as quickly as possible, starting on a worst-first basis. All types of buildings, facilities, and utilities should be included.

d. Remember that paint is not necessarily the only or, in the long run, even the least expensive building exterior finish. For some applications, it may be desirable to consider alternative surfaces that can lower maintenance costs, improve energy efficiency, and result in a more attractive building that is more compatible with its surroundings and history.

e. Remember, “you never get a second chance to create a good first impression”. Good looking building exteriors create good first and lasting impressions.

3-5. Building Interiors and Furnishings

a. Building interiors encompass living quarters, dining areas, maintenance facilities, training facilities, family housing, recreation areas, offices and visitor billets - in short, all interiors occupied by personnel at work, leisure, and training. Building interiors send a strong, unmistakable message about how we care for our people.



Figure 3-6. Newly arrived soldiers deserve a pleasant welcome (Transient soldier's room, Torii Station, Okinawa)

b. Interior design is important in community facilities, and professional expertise must be used to coordinate design, color and furnishings. It has been proved beyond doubt that well-designed and tastefully furnished work and living spaces have a positive influence on job performance and quality of life. The placement of old, worn-out furnishings in new or renovated buildings should be avoided. Functionality and productivity can be vastly improved in offices through the use of systems furniture or modular furniture.



Figure 3-7. Self-Help can make a difference, a junk area turned into a marketing office (Before and after, DCPA Marketing Office, Fort Lewis, WA)

c. The elements of a building interiors program are space and the three F's: finishes, furnishings, and features. Leaders must consider relatively inexpensive improvements in space usage, in how that space is finished and furnished, and in extra features that could be provided to facilitate work or leisure. Some examples:

(1) *Space*: Reorganize open "bull pen" work areas with modern space divider systems, providing private, individual work spaces. Maximize use of vertical space. Evaluate paper and people flows and provide means to implement improvements. Provide conference areas, storage, filing, display, and work surfaces to support tasks.

(2) *Finishes*: Consider wall coverings rather than paint; wainscoting in high traffic areas; use of heraldry in lobbies, entrance ways, etc. All items placed on walls such as posters, bulletin boards, schedules, calendars, signs, or pictures should be at eye level and framed. Handwritten, taped-on notices, signs etc., constitute clutter and should not be allowed.

(3) *Furnishings*: Use systems or modular furniture where appropriate; adequate kitchen equipment in family quarters; exercise equipment in recreation facilities; in some cases, a simple rearrangement of existing furniture will do nicely.

(4) *Features*: Building interiors should feature a directory, a "you-are-here" map if necessary, and appropriate signage to get-you-there. Upgrade heating, air conditioning and ventilation systems, acoustics, communications equipment, window treatments, sun control, storage and lighting in concert with other improvements. The simple covering of pipes and exposed supports, lowering ceilings, placing plants, and carpeting the floors can have an immediate, dramatic, positive impact. In general, interior improvements, like exterior, should be compatible with the architectural style and character of the building and the community as a whole.

d. Interior improvement programs will, on the whole, benefit from the advice of professional interior design coordinators. However, their role should be to encourage functional and creative solutions, and to support individual problem solving, rather than imposing a uniform, predetermined solution on each project.

3-6. Signage

a. The impact of signs on the functional and visual character of a community is usually underestimated. Signs not only ensure that buildings and activities can be found easily; they also reinforce and harmonize with other elements of the community, and they convey subtle but lasting impressions of the professionalism and pride of that community.

b. It is much easier for signs to have negative impact than a positive one. Signs tend to proliferate, and they are resistant to regulation. The guaranteed result of a weak signage policy will be a clutter of random signs that confuse, rather than inform, and the creation of eyesores. One of the first things to look for are superfluous or redundant signs. For example, facilities that have both a free-standing and a building-mounted sign identifying the facility. Signs identifying buildings should be perpendicular to the street. A careful review of street signs will result in the elimination of many, combining of others, and establishment of very few.

c. Gate entry signage should be given particular attention; it creates a first impression and frequently conflicts with the intention of gate architecture to be pleasantly inviting. Gate signage should be sparse, imparting only enough information to take a visitor to the next intersection where more direction can be given.

d. Signs should be professional in appearance and be compatible with the environment and the architecture of the

community. A uniform signage policy applies to all signs including those in troop units. Acronyms and abbreviations should be avoided as should logos of every description. Placement and design of community signage will be based on the Installation Design Guide and be uniform in color and style.

- e. Signage policy should be under the control of a single individual with authority to enforce it.



Figure 3-8. A coherent family of signs is a key to reducing visual clutter (Fort Drum, NY)

3-7. Reducing Visual Clutter

- a. Clutter does more than simply contribute to ugliness. By suggesting an attitude of neglect, clutter can reduce effectiveness and, by causing confusion, it can reduce safety.



Figure 3-9. Modular system furnishings can greatly improve productivity

- b. Visual clutter is created by moveable or portable items such as furniture, bicycles, parked cars, trash, porto-johns, and discarded objects, as well as by facility structures such as overhead utility lines, temporary buildings, garbage dumpsters, water tanks, equipment yards, dead trees, redundant and poorly placed signs and inappropriate, random displays of monuments (cannons, tanks, missiles, aircraft etc.). Taken as a whole, visual clutter amounts to junk.

- c. Preventing or removing visual clutter demands constant vigilance and action. Since the things that create it are either the residue of or a requirement for human habitation, clutter can spring up anywhere, at any time, and it will.



Figure 3-10. Old housing can be made more liveable (Before and after, Wherry Housing, Fort Campbell, KY)

d. Because of this, some clutter cannot realistically be eliminated without providing alternatives. For example, some moveable clutter can be relocated by such actions as removing on- street parking where feasible. Uniform receptacles for trash and racks for bicycles as well as landscape screening of parking lots and trash receptacles can go far toward reducing visual clutter. Monuments can often be better designed, placed, and perhaps enhanced by appropriate landscaping. Equipment yards and power stations can be screened. Water tanks can be painted in pastels or earth tones rather than the usual red and white. Brown paint applied to the back of street signs and sign posts causes them to virtually “disappear”.

e. Visual clutter caused by structures may require long-range plans for eliminating non-standard outbuildings and storage facilities. The appearance of these can be dramatically improved by painting exterior walls, trim and placement of shutters etc. Landscaping of these is almost always a plus.

f. In the long run, control of interior and exterior visual clutter must be made a priority for all who live and work in the community.

3-8. Planting and Landscaping

a. Landscaping can provide more than a pleasant visual setting for a community. It can be used to modify environmental extremes by acting as windbreaks and sunscreens, reduce the impact of development on the immediate environment, and separate conflicting land uses. Landscaping also builds a sense of permanence among residents and lends character and personality to a site.

b. Landscaping projects must be planned around seasonal changes and thus tend to require more advanced planning than most other projects. Generally, landscaping projects need to be planned a full year ahead to take advantage of seasonal constraints and opportunities and to ensure that materials are available when needed. But many landscaping projects are inexpensive and can be placed immediately. Almost all landscaping projects require some level of ongoing scheduled maintenance, a need frequently overlooked in their planning. Annual work schedules for planting, watering, pruning, cutting, mulching, and other forms of upkeep are essential if the initial investment is to be protected and the benefits of a mature landscaping project are to be realized. Flower beds and various walkways can be “adopted” and easily maintained by units and various organizations.



Figure 3-11. Self-Help stores should be well stocked and uncomplicated (Self-Help stores, Fort Monmouth, NJ left and Redstone Arsenal, AL right)

c. Targets for landscaping include traffic islands, street corners, entrance sidewalks, entry/exit gate areas, signage, parking areas, traffic medians, etc. A creative landscaping project always creates an immediate positive change and always has a dramatic impact on an area. Try it-everyone will like it!

3-9. Lighting

Think of lighting as a highly innovative medium for improving the visual character of exteriors and interiors of facilities. While lighting fulfills many functional needs, such as improving safety, security, working conditions and pathfinding, it can also be used in ways that inexpensively and immediately improve the appearance of surfaces, interiors, structures, pathways and roadways. Lighting must conform to the standards contained in the design guide and be compatible with surrounding buildings and grounds.

3-10. Streets

a. Streets are the veins and arteries of the community. They are more than simply the means of access into and within the community; they are also the primary vantage point from which the installation facilities are seen, discovered, and understood from a functional point of view. Streets must be free of confusing, redundant and ill-placed signs. Traffic islands can be made attractive with flowers and shrubbery. Curbing should not be painted yellow or any color.

b. Major roadway changes can be expensive and are often constrained by land use requirements. However, changes in traffic patterns to separate incompatible types of traffic and to promote efficiency and ease of access can frequently be made without great expense. Such changes can also be planned so as to promote a clearer orientation to the community by visitors, to improve streetscapes, and to enhance use of community facilities.



Figure 3-12. Low cost landscaping and proper painting techniques can also reduce visual clutter (Traffic Island, before and after, Fort Leavenworth, KS)

3-11. Parking

a. Parking lots are major contributors to visual clutter and are, with few exceptions, eyesores. In most cases Army communities were not prepared for the tremendous increases in automobile ownership and use by soldiers, employees, and family members. Crash programs have spawned on-street parking and haphazardly-placed parking lots.

b. Parking should be established away from main thoroughfares in the community and, where possible, on-street parking eliminated. Parking lots should be screened by foliage and/or land mass. Serious consideration should be given to establishing park-and-ride points away from primary work centers. Parking on grass or unimproved shoulders should not be permitted, period. The community parking policy has to be strongly and consistently enforced.

c. It is of utmost importance that remaining green space in community interior grounds not be turned into parking lots; such solutions lack vision and lead to permanent unsightly wastelands. The IDG should address near term and outyear parking solutions.

3-12. Utilities

a. The utility infrastructure is composed of heating plants, air conditioning plants, water treatment plants, electrical sub-stations, and their respective supporting distribution systems. ACOE facilities initiatives are developed assuming adequate utility support. Any interruption in utility service has a negative impact on morale and mission performance.

b. Plans for maintenance and upgrading of the utilities infrastructure must be continually reviewed and updated. Such plans should include preventive maintenance, periodic overhauls, systematic condition inspection, prompt performance of major repairs, and future needs. Where possible, utility plants and other structure should be screened with trees and bushes. Installation Design Guides set the standards for utilities in each visual zone of the community/installation.



Figure 3-13. Simple landscaping enhances flag area (Before and after, Fort Leavenworth, KS)

3-13. Environment

Environmental aspects of Army communities must take into account the value of people who live or work on or near the installation. Members of the community should be confident in knowing that the environment is free from unnecessary risks to themselves and their families. Activities being planned for the installation should evaluate environmental implications and include mitigation steps where adverse environmental impacts are unavoidable. Potential risks on installations such as high noise levels, soil erosion, hazardous waste disposal areas, radon and asbestos should be identified and included in the Installation Master Plan and Design Guide. Also, the handling of hazardous and toxic materials and wastes, emissions from air pollution sources, discharges of wastewater, drinking water quality and spill contingency provisions must be in accordance with applicable laws and regulations. Active recycling and pollution prevention programs enhance environmental awareness. Minimizing risks will help ensure a wholesome and beautiful environment which generates community pride and individual satisfaction. A clean, wholesome environment is an entitlement to all Americans.

3-14. Historic Preservation

Many communities contain sites associated with prehistoric eras as well as American and Army history. These often provide important visual landmarks and architectural character to the community. In addition, they are often associated with historic persons and events that have contributed to the heritage of the installation, the local community and the nation. The design of many of the Army's historic buildings is often characterized by a high standard of architecture and landscape. The craftsmanship exhibited in much of the pre-1940 construction can be a model for today. Buried beneath many grounds are artifacts and features that indicate previous uses of the land. Often these remains represent the only information available about a historic or pre-historic period or land use. Sometimes they are associated with Native Americans whose descendants live near the installation. Facilities excellence includes programs that show respect for the past and communicates this history to the community and the nation.



Figure 3-14. The walls of the Sherman House, c. 1870, were built with native stone (Fort Sill, OK)

3-15. Models of Facility Excellence

a. Facility excellence in Army communities should replicate that offered by excellent counterparts in a civilian community. For example, consider the following analogies:

b. Billeting (guesthouses, VOQ, VEQ) should be the equal of, or better than, a respectable local hotel. Amenities are important. These should include comfortable beds, tasteful decorations, large bars of soap, bath supplies, large towels, etc. All services should be courteous and solicitous, designed to motivate a return visit.

c. Family Housing should offer modern amenities and comfortable living areas. The overall appearance of an Army housing area should be comparable to, or better than, respected residential areas in the civilian community.

d. Soldier quarters should be attractive and comfortable. Furniture arrangement and condition should be neat and lend an enhancing appearance to space. Dayrooms and entry ways can be enhanced with pictures, plants, and carpeting. Bathrooms should be properly ventilated. Hallways and stairwells should be well lighted. Barracks are homes.

e. Office areas should be professional in appearance, comfortable to work in and pleasant to be served in. Modular furniture should be used whenever possible. Money spent on improving working conditions will have a marked increase in the morale and productivity of an office.



Figure 3-15. Guest facilities should be equal of, or better than a commercial hotel (Guesthouse, Wiesbaden, Germany)

Chapter 4

Community Excellence Plan

4-1. What the Plan Must Address

The Community Excellence Plan is an integrated component of the Installation Master Plan which includes the Installation Design Guide (IDG) (TM 5-803-5), The Operations and Maintenance Work Plan, etc. Plans for new buildings, refurbishment, landscaping, roadways, utilities, etc., must take note of the Community Excellence Plan. As a minimum the following should be addressed:

a. Architecture. Will a new or renovated building be compatible with or will it clash with prevailing architecture? Will the architecture stand the test of time? Stay away from trendy designs that will inflict eventual eyesores on coming generations.

b. Landscaping. Landscaping should complement and add value to a building or area. The creative placement of shrubbery and trees can also screen detractors such as parking lots, trash receptacles, storage yards etc.

c. Roadways. Roadways should be planned for present convenience and with an eye toward the future. Look out 25 years. Will the roadways likely need expansion or changes in traffic patterns? In planning roadways, keep aesthetics in mind.

d. Utilities. Keep an eye on the future. Will electrical usage grow? Site electrical substations away from administrative and housing areas, parks and so on. Site them in areas that are accessible but away from present and likely future land use areas. Bury cables in future development and work toward eliminating overhead wiring.

4-2. Set High Standards—Develop Plans

a. Set high standards and demand excellence in services and facilities. Establish, approve, and implement installation design guides for the exterior and the interior of facilities. Apply IDG standards to work, renovation, troop, self-help, and in-house or contract projects.

b. Resources to accomplish excellence must be programmed. Develop both short and long range plans to obtain facility and service excellence. Use ACOE as a process to prioritize resource requirements for both services and facilities.



Figure 4-1. Barrack latrine facilities should reflect our care and concern for living conditions (Bamberg, Germany)

4-3. Planning Tips

a. The ACOE program does not prescribe a fixed format for a Community of Excellence Plan. This is left to the judgment of the community/installation commander, who best knows the level of detail appropriate to his or her needs.

b. The Community of Excellence Plan should have both short-range and long horizons. The former ensures that immediate needs are attended to early. The latter ensure that requisite steps for future improvements are taken early so as not to cause delays later. The plan should draw on input from commanders and senior managers to ensure their involvement and to give them a proprietary interest in the success of the plan.

c. Consider alternative philosophies of priority setting. For example, priorities could be set on the basis of worst-

first, or on the basis of the best return on investment, or on the basis of their capacity to make dramatic, visible changes early with limited resources.

d. In setting priorities, they should reflect the fact that our objective is to make life better for our people. The intended beneficiary of the plan is the customer - the individual soldier, the civilian employee, the retiree, reserve soldiers, family members, and visitors whose attitude and perception are critical to achieving community excellence.



Figure 4-2. Soldiers deserve clean waiting areas and professional courteous service.

e. Remember that all budgetary resources may be used to achieve the goals of the ACOE program: MCA/OMA, NAF, private-sector funding, self-help, contract and troop labor, etc.



Figure 4-3. 24 hour banking machines enhance customer service (Bank machine, Karlsruhe, Germany)

4-4. Getting Started

a. **ACOE is a commander's program and commander involvement is absolutely crucial to success.** An ACOE office of record may be delegated so long as commensurate responsibility and authority goes with it. An early and energetic kickoff will help to build momentum. Start as soon as possible. Assess what can be done immediately, even while the overall plan is being developed - then do it! Start the planning process by assessing resource needs and by developing an Expanded Self-Help program and an Interior and Exterior Appearance Policy, which will prove useful whatever the final plan requires.

b. Evaluate your goals, assets, and liabilities. Take a look around. Keep in mind the fundamental objective of the

program: to build readiness through pride and professionalism in the community based on excellence in the environment and in facilities and services. Identify immediate, obvious needs on that basis. Dramatic, highly visible improvements can be achieved quickly through an exterior finish and painting program, a program to reduce waiting lines, a signage improvement program, creative landscaping and a program to remove visual clutter. Improvement must reflect a serious and deep commitment to excellence. Eye-wash is akin to “rock painting” and everyone knows it when they see it. Get serious and stay serious.

c. Other high-leverage improvements may become quickly apparent, such as minor repairs to improve both comfort and productivity in work environments such as shops, motor pools, offices, etc.

d. If task forces, teams, or committees are to be used, begin forming them right away. Provide guidance, encourage results, listen to proposals and act! Appointments to these groups can inspire innovation and creativity and encourage resourcefulness and teamwork.

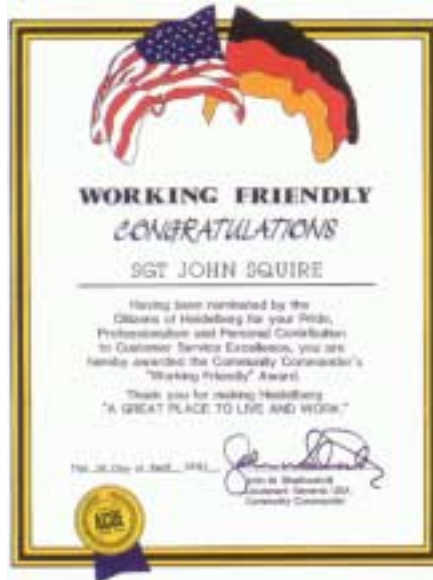


Figure 4-4. Rewards are a commander's way of recognizing excellence. (Customer Service Excellence Award, Heidelberg, Germany)

Chapter 5

Community Excellence Education and Awareness

5-1. Excellence at the community level

a. This pamphlet, along with MACOM guidance, is a good starting point in the education process. But excellence education and awareness is best accomplished at community level. That is where the action is. As people become aware of the tenets of ACOE, ideas and opportunities to promote excellence will rapidly spread.

b. Excellence (like mediocrity) is contagious. Excellence begets excellence. The excellence mindset questions the status quo; skeptics become enthusiasts, and doubters become facilitators.

5-2. Sharing ACOE ideas and initiatives

Sharing ACOE ideas and initiatives command-wide and Army-wide is an excellent method of educating the total community in better ways of doing business. To facilitate idea sharing, the HQDA, ACOE office will publish semi-annually good ideas received from Army Communities, worldwide. The bottom line is in improving Army readiness.

Chapter 6

Excellence Evaluations and Awards

6-1. Evaluations

a. Evaluation is a spur to competition. The desire of individuals, teams and organizations to do well as measured by fair and consistent standards of evaluation is an American characteristic. Focusing on excellence in the environment and on facilities and services, evaluation is a powerful catalyst for achieving overall community excellence.

b. Using annual guidance provided by HQDA, the specific approach to Army community evaluations is best determined by each MACOM.

c. Circumstances may merit evaluation teams and site visits while others may require a paper review of nominations. For most a combination of the two approaches may work best. The ACOE concepts contained in this pamphlet provide a means for evaluation based on high, measurable, achievable standards.

d. HQDA evaluates Army community excellence annually from MACOM nominations. The evaluation consists of two phases. Phase I includes a review of all MACOM nominations, and the selection of Army communities to be evaluated on-site. Army communities not selected for an on-site evaluation are designated as Chief of Staff, Army (CSA) Honorable Mention award winners. Phase II consists of an on-site evaluation by the HQDA ACOE team and the determination of Commander-in-Chief (CINC) and top CSA award winners.

e. In accordance with annual guidance, the HQDA on-site evaluation will focus on the entire community with emphasis on the environment, internal and external facility excellence and on customer services. The HQDA evaluation is an assessment, not an inspection. It focuses on excellence rather than fault-finding. It is a celebration of excellence with the community and it provides an opportunity to catch people doing things right.

6-2. Excellence Awards

The Army Communities of Excellence program is much more than a competition for cash awards and trophies.

- At its heart, ACOE symbolizes the single most vital dimension of a trained and ready Army – our uncompromising commitment to the quality of life of the men and women who selflessly serve our nation.
- But ACOE awards, beginning at community level, are important for they recognize people and organizations for their commitment to quality and excellence. Awards are a tangible, visible reward for innovation, creativity and plain hard work.
- The Commander-in-Chief's (CINC) award sponsored by the Department of Defense should be the ultimate target for communities. However, the ACOE program will benefit most from a hierarchy of multi-level awards leading up to it.
- ACOE is not a cosmetic "rock painting" program. MACOM and community awards and the manner in which they are bestowed should reflect the importance of the ACOE program and its relationship to a trained and ready Army. The awards and ceremonies associated with it should reflect this serious purpose.



Figure 6–1. Fort Bragg receives Chief of Staff, Army top award

a. CINC Award. The best overall ACOE community will be designated the Army CINC award winner. The Army winner will receive the award in a DOD ceremony along with similar winners from the Navy, Marine Corps, Air Force and the Defense Logistics Agency.



Figure 6–2. The DoD Commander-in-Chief Award for Installation Excellence

b. Chief of Staff, Army (CSA) Awards. CSA awards recognize community winners in the following categories:

Active Army

CONUS Large, Medium and Small
OCONUS Large, Medium and Small
Most Improved
Special Category
Honorable Mention

Army Reserve

Large and Small Army Reserve Centers
Honorable Mention

Army National Guard
States and Territories
Honorable Mention

c. Pentagon Ceremonies. CINC and CSA awards are presented annually at impressive ceremonies at the Pentagon. Community members representing the Total Army are encouraged to attend.

6–3. Department of the Army Certificate of Customer Service Excellence

The Department of the Army Certificate of Customer Service Excellence is available for soldiers, civilians, contractors, volunteers, and family members, who warrant recognition. To receive a customer service certificate, the HQDA ACOE office requests the following information:

Name (rank if military)

Position (please avoid acronyms)

Organization (please avoid acronyms)

Community (Fort, City, etc.)

No justification statements are required. All that is asked is that a supervisor present the certificate and that it be displayed. The Certificate will be sent immediately.



Figure 6–3. Department of the Army Certificate of Customer Service Excellence

Chapter 7

Excellence Standards/Guidelines

7-1. Army Communities are some of the best managed towns

Army Communities represent some of the best managed towns in America. Excellent Army communities just don't happen by accident. Excellent communities are excellent because they set high, attainable, measurable standards for themselves. Excellent communities are constantly measuring how well they are doing toward achieving those standards. Appendices A – R provide guidance in attaining community excellence in the familiar task - condition -standard format. While the subjects are not all inclusive, they are attainable and measurable. Many of the standards can be exceeded by the application of innovation and creativity. How standards are developed, measured, and attained are best determined at MACOM and community level. Standards should focus on the "right stuff" - that which goes after and gets excellence in the environment and in community facilities and services. No soldier and no family should ever expect to move from an excellent Army Community to one that is not. Our people deserve the very best – they earn it every day.

7-2. Army Communities are home

Army communities are home ...and about homecomings.



Figure 7-1. Army communities are home ...and about homecomings

Appendix A MEDICAL SERVICES

(Office of the Surgeon General)

A-1. PATIENT ACCESS TO HEALTH CARE

Patient Access to Health Care.

Table A-1

Patient Access to Health Care

ACOE TASK	Improve patient access to health care.
CONDITION	Appointment systems which are not user friendly can frustrate patients and expresses a negative image of health care.
ACOE STANDARD	Ensure that physicians and other health care providers' time is maximized to reduce the time a patient must wait to get an appointment. Design an appointment system that is convenient for the patient, easy to use, and easy to understand. Specific measurable standards will be developed locally.
EXAMPLE	One hospital established an automated Outpatient Appointment System which created an environment that enhanced patient care. The system was both centralized and decentralized. Initial appointments were made using central appointment receptionists. Each outpatient clinic also had the capability of making appointments directly into the system for patients who must make return appointments. An added feature, which was a great patient satisfier, enabled patients to be put on a waiting list when appointments were full. When appointments became available, a phone call was attempted; if the patient could not be contacted by phone, a card was sent to the home giving the patient an appointment time and control number, the patient would then call to verify that the appointment would be taken. This system eliminated the need for the patient to continue to call when no appointments were available and provided hospital personnel more time to make the system work and resolve other problems.

A-2. THE MEDICAL TREATMENT FACILITY

The Medical Treatment Facility.

Table A-2

The Medical Treatment Facility

ACOE TASK	Ensure that the medical/dental facility is clean, organized, and presents a professional image.
CONDITION	Some medical/dental facilities are unkempt, cluttered, or show evidence of disorganization which invites patient suspicions concerning the quality of health care provided.
ACOE STANDARD	Establish specific measurable criteria to ensure that the Installation Design Guide and Interior Design Guide are used to plan and develop a medical treatment facility that displays a professional image. Short range and long range plans should be developed to ensure improvements are continually made in the medical/dental facility.
EXAMPLE	<p>Using local resources and self-help initiatives, Dental Clinic personnel, in cooperation with their local community, completely renovated an old unattractive building and created an impressive, professional looking, beautifully designed, and well maintained small dental clinic. This clinic met the needs of the community until a larger clinic could be constructed. The self-help initiatives extended into furnishing the clinic with equipment obtained from excess inventory sources. The final result was superb and demonstrated what can be done with minimal resources and great ambition to serve.</p> <p>A new hospital commander noted that interior signage was haphazard and tended to confuse patients. The commander instituted a uniform signage policy and ensured that the signs would "get you there".</p>

A-3. RED CROSS VOLUNTEERS

Red Cross Volunteers.

Table A-3
Red Cross Volunteers

ACOE TASK	Effectively use medical/dental volunteer personnel.
CONDITION	Most medical/dental facilities have great volunteer resources available that can be used to effectively enhance patient care.
ACOE STANDARD	Develop detailed plans for training, use, and recognition of volunteer personnel. Specific measurable criteria for this standard will be developed locally.
EXAMPLE	Red Cross volunteers can serve in almost all hospital/clinic service areas. They are very courteous to patients and have the time to do the little things that can make a clinic visit or hospital stay more pleasant. With verification of training and proper credentialing they may serve in direct care areas. It is not uncommon for some volunteers to serve numerous hours a week. Volunteers must not be taken for granted and should be appropriately recognized.

A-4. QUALITY HEALTH CARE

Quality Health Care.

Table A-4
Quality Health Care

ACOE TASK	Ensure that medical treatment facilities are fully accredited by appropriate accreditation agencies. (In OCONUS areas where accreditation is not presently possible, every effort should be made to meet accreditation standards.)
CONDITION	Not all medical facilities are accredited.
ACOE STANDARD	Establish specific measurable criteria to ensure that all military hospital (treatment facilities) meet and/or exceed nationally recognized accreditation standards.
EXAMPLE	Agencies that grant accreditation include Joint Commission on Accreditation of Health Care Organizations (JCAHO), College of American Pathologists (CAP), and American Association of Blood Banks (AABB). These standards should be incorporated into Command Inspection and Quality Assurance Programs.

A-5. SHARING GOOD PROGRAMS AND IDEAS

Sharing Good Programs And Ideas.

Table A-5
Sharing Good Programs And Ideas

ACOE TASK	Share good health care programs and ideas.
CONDITION	Programs, policies, initiatives, and ideas that have proven successful can be effectively used by other health care organizations in resolving similar problems.
ACOE STANDARD	Develop and implement a program to collect and share good health care programs and ideas which have been successful at other health care facilities. Staff assistance evaluations can be used as a mechanism to improve health care by identifying shortcomings and sharing those good programs and ideas which have been proven elsewhere.

A-6. CONSUMER COUNCILS

Consumer Councils.

Table A-6
Consumer Councils

ACOE TASK	Use Consumer Advisory Councils and other initiatives to gather and address patient concerns.
CONDITION	Use of Consumer Advisory Council varies. They can provide the medical staff with input regarding consumer issues and concerns. Also they can provide an avenue for the command to explain policy and initiatives.
ACOE STANDARD	Establish a Consumer Advisory Council to address patients concerns. Create an environment where commanders and staff can effectively maintain communication with community through regular meetings. Consumers are given an open forum to provide suggestions, express concerns, and receive information. Medical priorities and decisions are based on knowledge of consumer needs. Specific measurable criteria for this standard will be developed locally.

A-7. EXCEPTIONAL FAMILY MEMBER PROGRAM (EFMP)

Exceptional Family Member Program (EFMP).

Table A-7
Exceptional Family Member Program (EFMP)

ACOE TASK	Provide excellent Exceptional Family Member services.
CONDITION	Programs which identify and meet the special needs of the EFMP population vary.
ACOE STANDARD	Establish, in conjunction with other appropriate agencies, the EFMP to identify family members with special needs and to ensure that those needs are met. Specific measurable criteria for this standard will be developed locally.

A-8. FAMILY ADVOCACY SERVICES

Family Advocacy Services.

Table A-8
Family Advocacy Services

ACOE TASK	Establish effective Family Advocacy services.
CONDITION	The Family Advocacy Program varies in ability to identify families who have special needs.
ACOE STANDARD	Establish a Family Advocacy Program to ensure that services and assistance are provided to family members with special needs. The Family Advocacy Program provides awareness of all military families with social, psychological, or environmental problems that result in increased stress and dysfunctional living. Specific measurable criteria for this standard will be developed locally.
EXAMPLE	Excellence is achieved when the program meets the time sensitive needs of the community by ensuring that mechanisms are in place which deal with problems which occur anytime, 24 hours a day, 7 days a week. The program must provide awareness, prevention, identification, reporting, investigation, and treatment of child and spouse abuse, and other forms of domestic violence. It must also protect victims, and treat all family members affected by or involved in the abuse in an effort to restore families to a healthy state.

A-9. HEALTH PROMOTION AND FITNESS PROGRAM

Health Promotion and Fitness Program.

Table A-9
Health Promotion and Fitness Program

ACOE TASK	Establish a health promotion and fitness program which provides emphasis on health maintenance and fitness practices.
CONDITION	The Health Promotion and Fitness programs vary in their ability to promote quality of life efforts with emphasis on prevention of disease and maintenance of physical fitness.
ACOE STANDARD	Ensure that a Health Promotion and Fitness Program is established. Determine specific community requirements by conducting a needs assessment and set priorities for their accomplishments.
EXAMPLE	As a health promotion effort, one Community Counseling Center, in conjunction with Alcoholics Anonymous, conducted an alcohol free New Year's Eve Dance. This activity was a great success and demonstrated that alcohol free activities could be fun.

A-10. PREVENTIVE MEDICINE AND OCCUPATIONAL HEALTH SERVICES

Preventive Medicine And Occupational Health Services.

Table A-10
Preventive Medicine And Occupational Health Services

ACOE TASK	Establish an effective Preventive Medicine and Occupational Health program which provides for the needs of the community.
CONDITION	Preventive medicine and occupational health programs that promote health in the work place and community through prevention of disease and injury vary in effectiveness.
ACOE STANDARD	Establish a Preventive Medicine and Occupational Health program to maintain a healthy environment and safe work place.

A-11. PATIENT ADVOCACY SERVICES

Patient Advocacy Services.

Table A-11
Patient Advocacy Services

ACOE TASK	Establish an effective patient advocacy program.
CONDITION	Patient advocacy programs which ensure patient issues and concerns are appropriately addressed vary.
ACOE STANDARD	Establish a patient advocacy program to expeditiously handle patients' concerns. Specific measurable criteria for this standard will be developed locally.
EXAMPLE	In many communities, it is difficult to find physicians who will accept CHAMPUS. One military community resolved this problem. Because of the great initiatives on the part of a hospital CHAMPUS Advisor, dependents and retirees who sought medical care not available through the military, were able to obtain care readily in the local community. Special effort was made to ensure that there was close coordination with civilian physicians in the community. The CHAMPUS Advisor frequently contacted physician offices and did everything possible to insure they were promptly paid by CHAMPUS and by the Supplemental Care Program for active duty members. As a result of this great effort, 100 of the local civilian physicians accept CHAMPUS.

A-12. SATISFACTION SURVEYS

Satisfaction Surveys.

Table A-12
Satisfaction Surveys

ACOE STANDARD	Ensure that an active Oral Health Fitness program is established to meet the needs of the community. Specific measurable criteria for this standard will be developed locally.
EXAMPLE	Recognizing the need to promptly examine arriving personnel, one dental clinic, as part of the community's one stop in-processing, set up a dental chair at the in-processing center. Dental exams were given during in-processing and priority was given to soldiers who needed to make them dental ready. Utilizing this method of examination, dental problems which would cause lost training time were promptly identified and corrected. Because of this initiative, soldiers achieved a very high rate of dental readiness.

A-15. CHILDREN DENTISTRY SERVICES

a. Preventive Dentistry Program.

Table A-15A
Preventive Dentistry Program

ACOE TASK	In cooperation with schools improve the Preventive Dentistry Program.
CONDITION	Preventive Dentistry Program for children promote good dental health for children.
ACOE STANDARD	Establish a comprehensive preventive dentistry program for children which supports the schools educational mission, but does not interfere with routine school activities. Eligible school children receive an examination, fluoride treatment, and oral health instructions. Specific measurable criteria for this standard will be developed locally.
EXAMPLE	One DENTAC promoted children's dental health by establishing a dental clinic in the Section VI Army primary school. This became a very popular dental health promotion effort which was supported by the school and community. In addition to facilitating children's dental programs, access was easily available to children located in the school.

b. Special Dental Care Efforts.

Table A-15B
Special Dental Care Efforts

ACOE TASK	Initiate programs which provides emphasis to special dental care efforts.
CONDITION	Good dental health promotion efforts can promote dental health care.
ACOE STANDARD	Establish programs which provide comprehensive dental health promotions to support children's dental health month and other events such as poster contests, school visits, fun runs, and other innovative techniques to publicize the dental health message. A dental representative should serve on the Child Advocacy Committee. Dental officers should also be available to present dental health programs to expectant parents classes and for other worthy efforts.
EXAMPLE	Some dental clinics schedule time for children's groups to visit the dental clinic. By allowing them to sit in the chairs, see the equipment, receive mementos, and meet the dental staff; anxiety is greatly reduced.

A-16. PATIENT PERCEPTION OF HEALTH CARE

Patient Perception of Health Care.

Table A-16
Patient Perception of Health Care

ACOE TASK	Improve patient perceptions of health care.
CONDITION	A poor perception of care can rapidly demoralize patients and have a negative impact on treatment.
ACOE STANDARD	Establish specific measurable standards to ensure that the patient has a positive perception of the health care provided. Areas to improve should include, but not be limited to, adequate parking, helpful and courteous telephone manners, knowledgeable receptionists, a convenient appointment system, comfortable waiting/receiving areas, minimized waiting time, and physicians should reasonably explain to patients the diagnosis and treatment plan.
EXAMPLES	<p>A clinic commander in Europe recognized problems with obstetric and emergency care at the local hospital. Prior arrangements had been made with the local German hospital to provide these services. A problem resulted because most patients were unable to speak German. Although most physicians could speak some English, many were unable to fully communicate with patients. The clinic commander was able to resolve this problem by personally making arrangements with the hospital to have volunteer translators available to assist patients when needed. This initiative greatly eased the tension created by language differences and helped foster greater understanding and cooperation between the two communities.</p> <p>Satellite pharmacies located in several PX/commissary shopping complexes are well received by patients who can shop and pick up their refills at the same time. Crowding at the main hospital pharmacy is reduced.</p> <p>Some hospitals have opened special clinics during the evening hours to make it easier for working parents to seek medical care for their children and to reduce the strain on the emergency room. Where staffing permits, evening clinics for pediatric and family medicine can be great patient satisfiers and be very beneficial in reducing the long lines for nonemergency patients in emergency rooms.</p>

A-17. VETERINARY SERVICES

Veterinary Services.

Table A-17
Veterinary Services

ACOE TASK	Implement an effective Animal Disease Prevention and Control (ADPAC) program based upon community needs and available resources.
CONDITION	The veterinary service plan that includes the commander's program for promoting the health of government and privately-owned animals by focusing on diseases spread from animals to man and animal to animal vary.
ACOE STANDARD	Establish specific measurable criteria to ensure that a veterinary service plan is developed and implemented to ensure the maintenance of healthy animals, minimizing the risk of transmission of animal diseases to soldiers and their family members as well as to other animals. Authorized veterinary services are provided in light of existing mission priorities. Timely and courteous service, coupled with sensitivity to feedback by customers, ensures quality service.

Appendix B

LEGAL ASSISTANCE SERVICES

(Office of the Judge Advocate General)

B-1. GENERAL

In assessing the excellence of legal assistance activities, one needs to look to both the quality of legal services performed as well as the physical plant of the Legal Assistance Office. The goal is to provide quality legal services in a professional environment. The subjective reaction of the client to the office per se, may be key to establishing attorney-client rapport. In fact, it can become the basis for the client's satisfaction or dissatisfaction with the legal work product.

B-2. BASIC PROGRAM ASSESSMENT

What is the number and type of attorneys in the Staff Judge Advocate (SJA) office as a whole? What is the number of attorneys performing legal assistance full-time and part-time?

a. Priority to Active Duty (AD) soldiers and families for appointments.

Table B-2A

Priority to Active Duty (AD) soldiers and families for appointments

ACOE TASK	Ensure priority is given to AD soldiers and their families for professional legal services when overall client demand exceeds capability of the Legal Assistance Office.
CONDITION	Resources limit ability to provide legal assistance services to any of our clients.
ACOE STANDARD	Publish a priority scheme which is determined by a rational basis of providing legal services to eligible clients.

b. Is there an in-state bar member assigned to the office and if so, is that attorney performing legal assistance? (In the alternative, is a Reserve Component (RC) Judge Advocate (JA) attorney from that state or jurisdiction being used when needed?)

Table B-2B

Providing for the use of an in-state attorney

ACOE TASK	Provide for the use of an attorney who is licensed to practice in the state or jurisdiction.
CONDITION	In some locations an attorney from the jurisdiction may not be available to provide the needed state law expertise.
ACOE STANDARD	Have an attorney practice in the legal assistance office who is from the state or jurisdiction or, have an available RCJA who is willing and able to assist on matters of local law.
EXAMPLE	In the absence of having an attorney from the jurisdiction practice in legal assistance, the office could establish and maintain a list of locally licensed Reserve Component attorneys to assist in matters of local and state law. In addition, it is possible to refer some cases to a RC attorney who can render legal advice and representation for points.

c. Experience level of attorneys performing Legal Assistance (e.g., 1 CPT w/6 months experience; 1 GS-12 w/8 years experience; etc.). The person's experience should be described in terms of months/years of military experience; JAGC experience; private practice; and if possible, include the amount of time spent in legal assistance type activities.

Table B-2C
Minimum level of experience for Legal Assistance attorneys

ACOE TASK	Provide for a minimum experience level for Legal Assistance attorneys.
CONDITION	Legal assistance offices have a wide variance in attorney experience levels.
ACOE STANDARD	Ensure that legal assistance offices have at least one attorney with four or more years of military or civilian legal experience.

d. Office supervisory structure, i.e., grade levels of direct supervisory personnel as well as nature of Staff Judge Advocate/Deputy Staff Judge Advocate (SJA/DSJA) involvement in both substantive and administrative matters.

Table B-2D
Adequate professional supervision in legal assistance program

ACOE TASK	Provide adequate professional supervision of the critical client oriented legal assistance program.
CONDITION	Not all legal assistance offices have an experienced attorney supervisor for the program.
ACOE STANDARD	Ensure that SJA/DSJA are involved in the legal assistance program and available to further the mentoring obligations of senior officers.

e. Administrative support: Clerical ratios/grade/automated status. Is LAAWs software available and in use?

Table B-2E
Adequate clerical and administrative support

ACOE TASK	Provide adequate clerical and support personnel, the use of automated equipment, and ensure that the DAJA developed software for legal services is used.
CONDITION	Not all legal assistance offices have been automated or use the DAJA developed LAAWS software program.
ACOE STANDARD	Obtain full staffing to ensure a smooth functioning legal office. Automate equipment for each attorney and legal assistance support person. Use the DAJA developed LAAWS program to have computer generated statistical reports prepared from the LAAWS program.

B-3. CLIENT SERVICES

a. Appointments - Waiting times (days/weeks) necessary to see an attorney.

Table B-3A
Appointment waiting times reasonable

ACOE TASK	Provide an appointment to clients within a reasonable time.
CONDITION	Legal assistance offices have a wide variance in procedures for handling appointments for clients.
ACOE STANDARD	Deliver legal assistance services by appointment within five working days or less.

b. Handling of emergencies.

Table B-3B
Handling of emergencies

ACOE TASK	Provide for a rapid response for legal assistance in emergencies.
CONDITION	Some legal assistance offices may not have an established policy for screening and handling emergencies.
ACOE STANDARD	Ensure that all emergencies are seen immediately or within hours of the request(s).

c. Preparation of simple wills and powers of attorney (POAs).

Table B-3C
Simple wills and powers of attorney (POAs)

ACOE TASK	Provide for the preparation of wills on a short demand notice when needed in emergency cases and the preparation of POAs immediately.
CONDITION	Wills and powers of attorney are not always prepared in a timely manner.
ACOE STANDARD	Prepare wills immediately in emergency situations and POAs immediately as required.
EXAMPLE	Since many requests for POAs are for commonly needed services or to perform certain stated functions for the person making the appointment, the use of preprinted forms or computer generated forms would be a great time saving idea. The required forms could be filled in as required and formally notarized on the spot.

d. Expanded Legal Assistance Program. Is it available and if so, is it being used?

Table B-3D
Expanded Legal Assistance Program

ACOE TASK	Provide in-court representation of eligible clients in civilian courts by a Legal Assistance attorney.
CONDITION	All Expanded Legal Assistance Programs are not being utilized to their full potential.
ACOE STANDARD	Establish specific measurable standards locally to ensure that an Expanded Legal Assistance Program is established and operational for eligible clients.

e. Is a civilian notary public regularly available?

Table B-3E
Providing a civilian notary public

ACOE TASK	Provide a notary public for each Legal Assistance office.
CONDITION	The availability of notary public service and the hours of service are unclear at many installations.
ACOE STANDARD	Have a full-time notary public available during normal business hours and have a back-up procedure in the event the notary public is not available. Ensure that this is publicized.

f. Does the client have the opportunity to critique the services?

Table B-3F
Client critique of services

ACOE TASK	Provide an opportunity for the client to give an honest evaluation or critique of the services furnished.
CONDITION	Clients may not be able to honestly express their opinion about the kinds of service available or which they have received.
ACOE STANDARD	Establish and use a confidential client evaluation system that is reviewed by the OIC, DSJA, or SJA as appropriate.
EXAMPLE	<p>One post, for example, successfully uses a post card which the client may use where he/she fills in the happy, neutral, or sad face on the card to indicate the type of service received. The supervisor then can use this card to call the client for any follow-up action deemed necessary.</p> <p>Another question that may be asked, "Are there any unique programs (Pro se petitions, etc.)?" "How does the office handle conflicts' issues, particularly domestic relations cases?" "Does office provide legal assistance for OER/EER appeals?"</p>

B-4. PHYSICAL PLANT

Overall appearance of the Legal Assistance Office.

- a. Privacy of attorney offices, or other areas where client interviews are held.

Table B-4A
Appearance and privacy of attorney offices

ACOE TASK	Provide a professional looking office and the required privacy needed for the discussion of personal legal matters.
CONDITION	Legal assistance offices vary greatly in their physical condition and enclosed office space for privacy essential between attorney (or para-legal) and client.
ACOE STANDARD	Use the established interior design guides to provide the required professional looking offices. Ensure that the Legal Assistance Office provides a separate office for each attorney or paralegal.
EXAMPLE	If office space precludes all attorneys or para-legals from having private space, ensure that there are areas set aside where private discussions can be held. Use of modular furniture can assist in providing a positive work atmosphere as well as a professional looking office. Consult the installation interior design guide to coordinate colors and materials to be used. Self-help is a means of getting work done quickly.

- b. Client amenities.

Table B-4B
Client amenities

ACOE TASK	Provide a comfortable client waiting area. Also provide clean restrooms conveniently located near the Legal Assistance Office.
CONDITION	Legal assistance offices vary in the degree of comfort provided to their clients.
ACOE STANDARD	Waiting area: Provide an area that is adequately heated and cooled; comfortable and large enough to accommodate the waiting clients; has furniture of good quality; has wall art and plants; has items of interest for small children (age 2-6); and has sufficient client privacy for initial discussion with staff. If television is used; or music piped in, ensure it does not disturb clients in general and cannot be heard in attorney offices. Ensure restrooms are close to the office and clean.

- c. Directory and Interior Signage.

Table B-4C
Directory and interior signage

ACOE TASK	Ensure clients can “find their way.”
CONDITION	Legal offices vary in the provision of directories and interior signage
ACOE STANDARD	Provide a wall directory IAW interior design guide that orients clients. Provide appropriate interior signage that enable clients to easily find their way.

B-5. PREVENTIVE LAW

Does the SJA office have an active program and is the Legal Assistance Office fully involved? Are informational pamphlets readily available in the Legal Assistance Office? Is there a local law’s pamphlet available for incoming personnel? How are personnel informed of the availability of legal assistance services?

Table B-5
Preventive Law

ACOE TASK	Provide a Legal Assistance Office which runs a viable preventive law program for the installation. It should provide education in the area of legal rights and legal obligations.
CONDITION	Not all soldiers, retired soldiers, and their family members are aware of the services offered by the Legal Assistance Office.
ACOE STANDARD	(1) Publish regular preventive law articles on selected legal topics in the post newspaper. (2) Ensure informational pamphlets or letters are readily available on post and in the Legal Assistance Office. (3) Ensure a local law’s pamphlet or letter is available. (4) Make available a legal assistance representative or a specific hand-out at in-processing or new comers orientation to inform new arrivals of legal assistance services. The location of the Legal Assistance Office and office hours should be made available.

B-6. ARMY TAX ASSISTANCE PROGRAM.

What is the extent of Staff Judge Advocate involvement in the program? Is electronic tax filing available? What is the percentage of tax returns completed by the Legal Assistance Office (as opposed to those prepared with assistance of unit tax advisors and volunteers)?

Table B-6
Income tax assistance

ACOE TASK	Provide technical expertise in running a viable tax assistance program.
CONDITION	Soldiers, retired soldiers, and their family members may not be aware of the free income tax services provided by the local legal assistance office.
ACOE STANDARD	Develop specific measurable standards to ensure that technical expertise is available for operating a tax assistance program. Have legal assistance attorneys, if possible, prepare tax returns for eligible clients in situations where ACS volunteers or unit tax advisors cannot assist.
EXAMPLE	The Legal Assistance Office could provide “tax nights” tax service at the Post Exchange during tax season. In addition, a mobile tax van can be used for making visits to unit locations to provide needed services to the soldiers.

B-7. RELATIONSHIPS WITH OTHER ORGANIZATIONS

a. Is there a relationship with the local bar association?

Table B-7A

Associations with local bar

ACOE TASK	Ensure that the Legal Assistance Office maintains professional contact with the local bar.
CONDITION	Legal assistance offices may not have established viable professional relations with the local bar association.
ACOE STANDARD	Specific measurable standards will be developed locally to ensure that a professional relationship is maintained with the local bar.

b. How are referrals to local attorneys made?

Table B-7B

Local attorney referrals

ACOE TASK	Provide for the referral of cases to a civilian attorney when the legal matter cannot be handled by the Legal Assistance Office.
CONDITION	There is a variety of ways legal assistance offices refer cases to civilian attorneys.
ACOE STANDARD	Specific measurable criteria for this standard should be developed locally to ensure that cases are referred to competent civilian attorneys when the Legal Assistance Office is unable to assist.
EXAMPLE	A locally maintained list of civilian attorneys who practice in specific areas should be established. The list could include a general idea on fee arrangements and whether or not the civilian attorney would accept compensation overtime. The Legal Assistance attorney could make the initial contact for the client and follow-up on the matter to ensure the legal situation is being resolved.

c. Are there regular dealings with other local agencies such as Army Community Services, the legal aid society, courts, etc.?

Table B-7C

Contacts with other local agencies

ACOE TASK	Establish and maintain contacts with community organizations which can provide additional legal-related services to the client.
CONDITION	Legal assistance offices may not be aware of, or fully use all available state and local resources to solve clients' legal matters.
ACOE STANDARD	Ensure that the Legal Assistance Office maintains contact with community service organizations which provide assistance in legal areas, to include consumer protection information and representation (e.g. Better Business Bureau; city, county, and state consumer protection groups; legal aid societies; etc.).

B-8. DEPLOYMENT ISSUES

How are Processing for Overseas Movements (POMs) and Emergency Deployment Readiness Exercises (EDREs) handled from the legal assistance activities geared to assisting families remaining in the area after deployment?

Table B-8
Deployment Issues

ACOE TASK	Establish procedures to render legal services during POMs and EDREs and to assist the families of soldiers who deploy.
CONDITION	There exists many approaches for providing legal services during POMs and EDREs and to assist family members after deployment.
ACOE STANDARD	Develop specific measurable criteria for this standard to ensure that there is an established, tested, and workable system to handle legal assistance issues during POMs and EDREs.

B-9. USE OF RESERVE COMPONENT JUDGE ADVOCATES

Use of Reserve Component Judge Advocates.

Table B-9
Use of Reserve Component Judge Advocates

ACOE TASK	Use of Reserve Component (RC) Judge Advocates (JAs) to render legal services and provide expert advice on matters of local and state law when needed.
CONDITION	Legal assistance offices do not fully use qualified RCJAs for client matters.
ACOE STANDARD	Have a list of local Reserve Component Judge Advocates available to be subject matter experts and to answer questions concerning matters of local and state law. RCJAs on ADT should be used for assisting in cases involving local state law issues when possible. Specific measurable criteria for this standard will be developed locally.

Appendix C

PUBLIC AFFAIRS SERVICES

(Office of the Chief of Public Affairs)

C-1. QUALITY OF WORK PLACE

Quality Of Work Place.

Table C-1
Quality Of Work Place

ACOE TASK	Provide modern and efficient facilities.
CONDITION	Facilities vary in design amenities and age.
ACOE STANDARD	Ensure the Public Affairs Office is accessible to business contacts; neat, clean, well maintained appearance; adequate working space; free from hazardous conditions; maximum use of automation. Creative use of resources is a must. Facilities will be designed IAW the Installation Design Guide.

C-2. COURTESY TO CONTACTS

Courtesy to Contacts.

Table C-2
Courtesy to Contacts

ACOE TASK	Answer all telephone calls, receive visitors, and participate in community events in a polite, courteous, helpful and timely manner.
CONDITION	The Public Affairs Office (PAO) is a busy place where the Army image is always on display.
ACOE STANDARD	Establish specific measurable criteria locally to ensure that PAO staff provides helpful, courteous, timely, and professional service to the command, public, and the media.
EXAMPLE	Respond to messages and phone calls as soon as possible. Deal with issues in a respectful, courteous manner. Ensure that the "customer" is fully satisfied with the service and has no complaints.

C-3. MEDIA RELATIONS

Media Relations.

Table C-3
Media Relations

ACOE TASK	Respond to media inquiries in a courteous, helpful, and timely manner.
CONDITION	News media requests information either in person or by telephone.
ACOE STANDARD	Provide releasable information to media requests as soon as possible. Establish specific measurable criteria locally.
EXAMPLE	Reporter calls asking number of military, civilians, and family members living on post. Current numbers are obtained and checked by PAO and provided to reporter well before his 1600 hours deadline. Community PAO staff must foster good relations with their counterparts the civilian sector. This is accomplished by continuously involving local media personnel in community activities.

C-4. SET-THE-RECORD-STRAIGHT PROGRAM

Set-The-Record-Straight Program.

Table C-4

Set-The-Record-Straight Program

ACOE TASK	Implement a set-the-record-straight program to correct inaccurate information in the media.
CONDITION	Inaccurate information may be conveyed by the media which negatively impacts the community and the Army.
ACOE STANDARD	Establish specific measurable criteria to ensure that inaccurate information is corrected immediately.
EXAMPLE	Commanding General is misquoted in the local newspaper after giving a speech to the local Rotary Club. PAO drafts a letter, which the CG signs and sends to the editor.

C-5. COMMUNITY RELATIONS

Community Relations.

Table C-5

Community Relations

ACOE TASK	Increase direct contacts with civic groups and organizations.
CONDITION	Civic and business groups provide a forum for good relations between the installation and the local community.
ACOE STANDARD	Target civic and business groups for PAO attention. Program specific numbers of contacts as appropriate.
EXAMPLE	The PAO targets a number of civic and business groups for a variety of events each month. Events range from tours of the installation to community activities such as luncheons and fairs.

C-6. UNIT/TENANT PUBLIC AFFAIRS REPRESENTATIVES

Unit/Tenant Public Affairs Representatives.

Table C-6

Unit/Tenant Public Affairs Representatives

ACOE TASK	Encourage two-way communication with tenant public affairs offices and unit public affairs representatives and distribute information to them in a timely manner.
CONDITION	The installation has tenant activities and units with public affairs representatives.
ACOE STANDARD	Contact unit/tenant public affairs representatives regularly and expeditiously distribute pertinent materials to them. Ensure their unit activities are covered in the post radio, TV, and newspaper programs. Include unit representatives in PAO professional development plans.

C-7. COMMAND INFORMATION

Command Information.

Table C-7
Command Information

ACOE TASK	Provide unofficial channels through which the commander can disseminate information to and receive feedback from soldiers, civilian employees, family members and other internal audiences.
CONDITION	Internal audiences have information needs that must be filled to ensure high morale. Unofficial channels for command information and informal feedback are beneficial to command mission accomplishment.
ACOE STANDARD	Army newspapers, installation radio and TV systems and other command information programs should provide an informal channel for news, past happenings and information the commander wants to disseminate to internal audiences. The internal audiences should view these programs as their primary source of the information and news they want and desire. The local Army newspaper should include a commander's column and feedback columns.
EXAMPLE	The PAO provides a newspaper (and where possible a radio and TV system) in which the commander informs internal audiences about: (1) issues or changes in the Army, MACOM, installation and command policy, plans, training, safety, equal opportunity, etc., (2) day-today information about recreation, social and health services and social issues. Also includes "man-on-the-street", question-and-answer, and letters to the editor columns.

C-8. ON-CALL PAO

On-Call PAO.

Table C-8
On-Call PAO

ACOE TASK	Ensure that a public affairs representative can be contacted at any time of day or night.
CONDITION	Requirements vary for PAO representatives to be on-call during non-duty hours.
ACOE STANDARD	Ensure that the installation/community duty officer has the name and phone number (or beeper number) of the PAO on-call duty person.

C-9. PUBLIC AFFAIRS PLANNING

Public Affairs Planning.

Table C-9
Public Affairs Planning

ACOE TASK	Publish an annual plan that provides focus and direction for public affairs activities and support to the installation.
CONDITION	Installation PAOs are not required to produce annual plan.
ACOE STANDARD	Provide a "blueprint" to identify the communication objectives, target audiences, and communication methodologies.

Appendix D PERSONNEL & COMMUNITY SERVICES

(Office of the Deputy Chief of Staff for Personnel/US Total Army Personnel Command/US Army Community & Family Support Center)

D-1. INTRODUCTION

a. The degree to which we effectively and efficiently manage Personnel Community Services directly affects the morale and attitude of the customer base we serve. It is absolutely essential that we provide quality services in a responsive manner while remaining sensitive and in touch with people. Each manager and employee must take great care to provide that human touch so essential in the rather impersonal world of automation and paperwork. It is imperative that we remain open and innovative in our approach to this critical dimension of management. We must plan and program automation of services to enhance our productivity and responsiveness. We also must balance these with a degree of personalization and standardization that our soldiers, civilian members, and their families expect and deserve to receive wherever they live and serve.

b. Our soldiers, alumni, civilian members, and their families have come to expect a degree of organization and efficiency never before realized in the history of the Army. The challenge is to realistically meet this expectation in all phases of personnel management for which the installation/community commander is responsible.

c. The Army Communities of Excellence personnel guidelines provided in this pamphlet are intended to provide a base from which MACOMs and installation/communities can further develop excellence in personnel community services. These guidelines are not intended to be all inclusive. Commanders are encouraged to develop additional standards of excellence using the Quality of Life Minimum Standards, DA PAM 600-19, as a guide.

d. As societal and cultural changes occur, we must be aware of technological advancements in the management of human resources. We must also continue to review and analyze these changes for their impact and, when appropriate, incorporate feasible and attainable goals of excellence to meet this challenge. The degree to which we will meet or fail to meet this goal will have direct impact on the success we continue to enjoy for recruiting and retaining committed soldiers and civilian members supported by strong families. It is this commitment and strength that provides one of the key foundations to the total readiness of our Army.

D-2. ALCOHOL & DRUG ABUSE PREVENTION & CONTROL PROGRAM (ADAPCP)

a. Comprehensive Plan.

Table D-2A

Comprehensive Plan

ACOE TASK	Provide a comprehensive alcohol and drug abuse prevention and control plan.
CONDITION	Prevention/education efforts vary greatly between installations and may be fragmented.
ACOE STANDARD	Develop and implement an education/prevention plan. Conduct unit level training to assure awareness of ADAPCP. Establish procedures to schedule initial intake appointments within four duty days after referral. Ensure that Unit Alcohol and Drug Coordinators (UADC) are trained to effectively perform functions outlined in AR 600-85, particularly urinalysis chain of custody procedures. Ensure that managers, supervisors, and civilian employees receive initial training and refresher information pertaining to the ADAPCP.
EXAMPLE	The installation Alcohol and Drug Control Officer (ADCO) can use locally available expertise (medical, chaplain, MP) to conduct comprehensive UADC training. UADC's would schedule recurring unit level training on an as-needed basis. Training for civilian employees could be part of orientation/in-processing. Manager/supervisor development courses sponsored by the installation CPOs. Information pertaining to ADAPCP can be included in all forms of locally available media.

b. ADAPCP Staffing.

Table D-2B
ADAPCP Staffing

ACOE TASK	Staff ADAPCP offices with adequate personnel.
CONDITION	Some offices are not adequately staffed to enable widespread success of the program.
ACOE STANDARD	Ensure that ADAPCP offices are staffed with fully trained and qualified specialists. Staffing should include an Alcohol & Drug Control Officer, Education Coordinator, Civilian Program Coordinator, and Clinical Director.

c. Substance Abuse Prevention Training.

Table D-2C
Substance Abuse Prevention Training

ACOE TASK	Establish a Parental Training/Awareness Program to foster prevention of substance abuse by soldiers and family members, prevention of family violence, and delinquent behavior.
CONDITION	Very few training programs currently exist which address the needs of parents of various age groups.
ACOE STANDARD	Ensure Parental Training/Awareness programs are in place for parents of children of various age groups, i.e. (1) Prenatal/newborn, (2) 2-4 years old, (3) 4-6 years old, pre-adolescent, adolescent. Parenting classes should be publicized through obstetrics and neonatal clinics, pediatric clinics, and other locally available post ads.
EXAMPLE	The installation/community Alcohol & Drug Intervention Council may establish a work group (representatives from ADAPCP, Community Mental Health Activity, Family Advocacy Case Management Team, Social Work Service and the Chaplain's office) to prepare and present classes to parents of children of different age groups. Classes would serve to alleviate fear, uncertainty, tension, and stress; thus serving as prevention classes addressing the issues of substance abuse and related violence and delinquent behavior.

D-3. CIVILIAN PERSONNEL SERVICES

a. Management Support.

Table D-3A
Management Support

ACOE TASK	Serve the Army community and contribute to mission accomplishment by recruiting, developing, and retaining quality civilians.
CONDITION	The degree of success with which individual Civilian Personnel Offices (CPO) are able to provide personnel management services to the installation/community commander vary on a variety of internal, as well as, external factors. Such factors include the use of planning, oversight and evaluation systems by the CPO, resource and funding levels, available geographic location, etc.
ACOE STANDARD	Prioritize CPO areas to ensure functional area support for the mission of those organizations serviced and establish a system of effective self-evaluation. Specific measurable criteria for this standard will be developed locally.

b. Customer Service.

Table D-3B
Customer Service

ACOE TASK	Provide a customer service feedback mechanism.
CONDITION	Civilian personnel office attempts to provide a high level of customer service vary.
ACOE STANDARD	Establish specific measurable criteria to ensure timely, courteous and sound customer assistance is provided by all civilian personnel office employees.
EXAMPLE	Civilian personnel office initiates regular contact with its customers. Responses to customers are prompt and courteous. Work hours are convenient to customer needs. Complaint/resolution system exists and is functional. A card system has worked for some communities.

c. Equal Employment Opportunity (EEO) Awareness.

Table D-3C
Equal Employment Opportunity (EEO) Awareness

ACOE TASK	Provide equal treatment to all customers regardless of race, color, sex, age, national origin, physical and mental condition, marital status, religious or political affiliation, and any other non-merit factor.
CONDITION	Some Civilian Personnel Offices need to further modify their programs to better support the local EEO program.
ACOE STANDARD	Establish specific measurable criteria to ensure that all civilian personnel office employees are aware of the EEO program and implement EEO goals and objectives. Effect close, continuous coordination with the EEO office.
EXAMPLE	Training is given to all civilian personnel office employees on Equal Employment Opportunity (EEO) awareness issues, e.g., Prevention of Sexual Harassment, Handicapped Awareness (Windmills) and AIDS in the workplace. The availability of EEO counseling and services are widely publicized. EEO outreach efforts are emphasized. Up-to-date Affirmative Action Plans are available and publicized.

d. Professional Civilian Personnel Services (CPS) Facilities.

Table D-3D
Professional Civilian Personnel Services (CPS) Facilities

ACOE TASK	Provide professional looking and functional civilian personnel office facilities.
CONDITION	Civilian personnel offices vary greatly in their physical condition which affects the Army image in the eyes of customers. Physical appearance also impacts on the overall desired professional atmosphere expected of the civilian personnel office. The CPO is a "first impression" area for potential DA civilian employees.
ACOE STANDARD	Design the CPO in accordance with the interior design guide to project a professional atmosphere to the customer. Consult the installation interior design guide to coordinate color and materials to be used. Wall coverings, wall art, and plants enhance any office. Self-help is a means of getting the work done quickly. Office is designed to accommodate the special needs of handicapped employees and applicants. A comfortable room with a flag should be available for administering the oath of office.

e. Classification of Civilian Jobs.

Table D–3E
Classification of Civilian Jobs

ACOE TASK	Ensure accurate, consistent, and timely classification of civilian jobs and the provision of position management advice.
CONDITION	Employees may perceive like jobs are inconsistently classified.
ACOE STANDARD	Establish specific measurable criteria to ensure that accurate and timely position management and position classification advisory services are provided to supervisors and managers. Timely response by managers and the civilian personnel office is required to employee questions/concerns regarding job classification and appeal procedures.
EXAMPLE	Prompt job audits and advisory opinions are provided managers who have been delegated classification authority. Position management services are readily available for reorganization planning, efficiency reviews, etc., and are in accordance with locally developed procedures established by the commander to keep informed of significant actions and trends.

f. Civilian Job Vacancies.

Table D–3F
Civilian Job Vacancies

ACOE TASK	Ensure all civilian job vacancies are widely publicized and promptly filled.
CONDITION	There is a wide variation in recruitment initiatives in civilian personnel offices.
ACOE STANDARD	Establish a recruitment plan and ensure jobs are quickly filled. Specific measurable criteria for this standard will be developed locally.
EXAMPLE	Based on locally established recruiting goals, an efficient system to distribute vacancy information is in place, e.g. newspapers, TV, radio, and special interest organizations, etc. Use if made of automation, recruitment trips, and an applicant supply file. One-Stop Employment Information Centers have worked for some communities. Information helpful or specific to family members is widely distributed.

g. Family Member Employment Assistance Program (FMEAP).

Table D–3G
Family Member Employment Assistance Program (FMEAP)

ACOE TASK	Improve opportunities for initial and continued employment of family members.
CONDITION	Family members may be uninformed or not adequately prepared to compete successfully for employment opportunities at the sponsor's new duty station.
ACOE STANDARD	Establish specific measurable criteria to ensure that pre- and post-employment information, referral, job search training, and counseling to relocating family members is available. Representatives from CPO and ACS work together to provide the full range of services needed to seek employment in the public and private sector.
EXAMPLE	An active FMEAP involves representatives of both the Army Community Service (ACS) and the CPO. Working together, they provide information on federal civilian employment; education and job skills training resources in the local area; a job bank containing private sector vacancies; individual career assistance and counseling; job search and personal development training workshops; private sector employer advocacy for hiring family members; and job skills training classes. The exit counseling sessions conducted by the CPO include information on eligibility for special programs for civilians, what to handcarry to the new location, and what to request from the CPO before departing.

h. Recognition of Civilian Employees.

Table D-3H

Recognition of Civilian Employees

ACOE TASK	Ensure timely recognition by immediate supervisors for the achievements and performance of all civilian employees to improve morale and mission accomplishment.
CONDITION	Employees sometimes perceive there to be inequitable recognition of their contributions.
ACOE STANDARD	Use Incentive Awards to assure timely recognition of quality performance and achievement. Specific measurable criteria for this standard will be developed locally.
EXAMPLE	Publicize the levels of Army civilian awards and a matrix showing equivalencies between military and civilian honorary awards. Have activities reproduce and widely distributed the matrix to improve understanding of the relationship between the two awards systems. Advise/train supervisors of civilian employees on the appropriate use of honorary, monetary and nonmonetary awards. The Incentive Awards Committees review the use of awards to ensure equity and recommend improvements to the Commander. Encourage civilian employees recognition breakfasts/luncheons with Installation Commander on hand to present awards.

i. Employee Performance and Conduct.

Table D-3I

Employee Performance and Conduct

ACOE TASK	Ensure performance and conduct of employees furthers mission accomplishment. This is a task for the immediate supervisors.
CONDITION	Widespread perception that civilian employees sub-standard performance/conduct has no remedy.
ACOE STANDARD	Emphasize the importance of the oath to new employees - the oath separates a "job" from that of a sacred trust - no "job" requires an oath. Establish performance standards and rate all employees annually. Ensure also that high level performance is recognized publicly. Substandard performance/conduct results in appropriate corrective action.

j. Army Civilian Training, Education and Development System (ACTEDS).

Table D-3J

Army Civilian Training, Education and Development System (ACTEDS)

ACOE TASK	Provide civilian members of the workforce with technical and leader development opportunities through commitment to and endorsement of ACTEDS.
CONDITION	Prior to ACTEDS, there was a more limited system for the development of the professional civilian work force past the entry level (interns) to the Senior Executive Level. ACTEDS plans serve as roadmaps to institutional training, operational assignments and self-development, which are mandatory or recommended at each level of progression. Plans currently exist for most professional and administrative occupations.
ACOE STANDARD	Ensure that commanders, directors, managers and members of the work force are aware of and using ACTEDS. Restructure training budget to reflect ACTEDS priorities.
EXAMPLE	Market ACTEDS system and requirements to installation leadership. Identify and expand the opportunities available through local training, operational assignments and self-development. Ensure training is prioritized in accordance with ACTEDS Plans and that funding is provided commensurate with the priorities.

k. Training of New Supervisors.

Table D-3K
Training of New Supervisors

ACOE TASK	Provide training on civilian personnel management to all new civilian and military supervisors of civilian employees.
CONDITION	There is a wide variance in attendance by new supervisors at the Supervisory Training Course on the Civilian Personnel Management System.
ACOE STANDARD	Ensure all new supervisors of civilian employees are trained in civilian personnel management within three months of placement in a supervisory position.
EXAMPLE	Supervisory training is regularly scheduled and widely publicized. Suspense systems are established to ensure that supervisors attend training within three months of placement. Some installations find it helpful to use line managers as instructors.

l. Availability of Employee Services.

Table D-3L
Availability of Employee Services

ACOE TASK	Ensure the availability of employee services.
CONDITION	Availability of employee services varies based on the size and geographic location of the installation.
ACOE STANDARD	Conduct surveys of the civilian work force to determine needs. Where possible, establish programs/services not currently available, but deemed desirable. Ensure that civilian employees are aware of and have access to available services on-post. Specific measurable criteria for this standard will be developed locally.
EXAMPLE	Publicize currently available services and their location, e.g. food services, transportation, banking services, child care, health and fitness, recreational services, and personal counseling services. Some communities find that opening MWR activities to the entire community workforce improves financial stability of various programs overall while also improving morale.

m. Customer Service Training.

Table D-3M
Customer Service Training

ACOE TASK	Provide customer service training to supervisors and employees.
CONDITION	There is a wide variance in customer service skills and relations among supervisors and employees.
ACOE STANDARD	Train supervisors and employees in customer service skills. Measure the results.
EXAMPLE	Customer service relations and skills training are regularly scheduled and widely publicized.

D-4. EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAM (CIVILIAN)

a. EEO Program.

Table D-4A
EEO Program

ACOE TASK	Provide a comprehensive EEO program to promote an environment that is free from unlawful discrimination.
CONDITION	Some installations' programs need to be revised or updated to accurately reflect the current needs of the workforce and/or local community.
ACOE STANDARD	Ensure EEO programs and plans of action provide for local needs based on workforce analysis and assessment of local community and other recruitment sources. Ensure the program provides for affirmative actions, complaints processing, and Special Emphasis Programs, i.e. Federal Women's Program, Hispanic Employment Program, Black Employment Program and the Handicapped Individuals Program. Ensure that the appropriate number of EEO counselors are appointed and trained; complaint procedures, to include name and location of EEO counselors, are in writing and widely displayed in work areas and CPO job information offices; commander's EEO policy statements are prominently displayed; local civic, government, educational, women, and minority advocacy groups are included in the installation outreach program and the Commander's EEO Committee. Ensure that vacancy announcements are routinely provided to such organizations. Ensure that close, continuous coordination is effected with the CPO.

b. EEO Office Staffing.

Table D-4B
EEO Office Staffing

ACOE TASK	Ensure EEO offices are adequately staffed.
CONDITION	Some offices are not adequately staffed to enable success of the program.
ACOE STANDARD	Establish specific measurable criteria to ensure that the EEO office is adequately staffed with trained and qualified EEO specialists.

c. EEO Rights & Responsibilities.

Table D-4C
EEO Rights & Responsibilities

ACOE TASK	Ensure managers, supervisors, employees, and applicants for employment are aware of their EEO rights and responsibilities.
CONDITION	Many are not aware of correct or proper procedures to seek redress. Managers and supervisors are frequently not familiar with their EEO responsibilities.
ACOE STANDARD	Ensure EEO policy and complaints procedures are prominently displayed in all work areas. Include EEO training as a part of employee orientation and ensure that managers and supervisors receive EEO program training as part of Supervisory Development Courses and other training appropriate to local situation or individual need. Use all locally available media to publicize EEO program. Specific measurable criteria for this standard will be developed locally.

D-5. EQUAL OPPORTUNITY (EO) PROGRAMS (MILITARY)

a. Environment Free from Discrimination.

Table D-5A
Environment Free from Discrimination

ACOE TASK	Provide an environment for soldiers and family members that is free from discrimination and harassment.
CONDITION	Soldiers and family members are subjected to discrimination and harassment both on and off post.
ACOE STANDARD	Ensure that commanders take timely and appropriate action when incidents are reported. Specific measurable criteria for this standard will be developed locally.

b. Redress of Complaints.

Table D-5B
Redress of Complaints

ACOE TASK	Ensure all soldiers and family members know where to obtain redress of complaints of discrimination and harassment.
CONDITION	All soldiers are not aware of redress procedures in both the field and garrison environment.
ACOE STANDARD	Ensure that complaint procedures are in writing and displayed in an area where all family members and soldiers in the unit have access to them.

c. Unit EEO Staffing.

Table D-5C
Unit EEO Staffing

ACOE TASK	Ensure that all brigade level and higher units meet minimum EO staffing guidance.
CONDITION	Many units do not have the required minimum EO staffing authorizations as required by Army regulation.
ACOE STANDARD	Ensure that all units have EO advisor positions authorized and filled at brigade level and above.

D-6. EDUCATION SERVICES

a. Comprehensive Army Continuing Education (ACE) Program.

Table D-6A
Comprehensive Army Continuing Education (ACE) Program

ACOE TASK	Provide a comprehensive Army Continuing Education (ACE) program.
CONDITION	(1) Individual services may be fragmented or non-existent. (2) Contracted services may not be provided by the best qualified vendor. (3) Funds dispersed for tuition assistance may be issued in the incorrect amount or to an ineligible individual or institution.
ACOE STANDARD	ACE Program must: (1) Identify and meet the needs of the soldier. This is a soldier program.

Table D-6A
Comprehensive Army Continuing Education (ACE) Program—Continued

EXAMPLE	<p>Counselors get the commanders involved in soldier education by briefing them and keeping them updated. Demonstrate the benefits of the various program, e.g. enrollment in basic skills courses results in higher reading scores, increases retention of information in training manuals, and higher GT scores are achieved on the retest, etc. Convincing commanders that soldiers should reach Army education goals: a GT score of at least 100, a high school diploma or GED equivalent, and two years of college for enlisted; a two year college degree for warrant officers, and a four year degree or preferably a graduate degree for officers. Commanders should ensure that eligible soldiers are enrolled in the basic skills program within their first year of assignment and assure, without compromising the operational mission, that soldiers have time to pursue their educational needs. Individual counseling sessions should identify the soldier's needs, capabilities, and interests; education offered must be consistent with the soldier's abilities. Education counselors, EESs, and ESOs should brief commanders and their senior NCOs on the importance of informing soldiers of their education benefits, particularly those separating from active duty. Soldiers will receive their VA benefits counseling at 150 days prior to ETS/Retirement.</p> <p>(2) Provide contracted services by the best qualified vendor or institution of higher learning at the least cost.</p>
EXAMPLE	<p>Personnel responsible for preparation of Statements of Work on contract administration must be properly trained to perform these duties as a Contracting Officer's Representative (COR). Memoranda of Understanding (MOU) with local institutions of higher learning must be written to capitalize on locally provided opportunities.</p> <p>(3) Provide the correct level of tuition assistance to eligible soldiers and the correct amount due an institution.</p>

b. Professional ACE Facilities.

Table D-6B
Professional ACE Facilities

ACOE TASK	Provide professional looking and functional education offices.
CONDITION	Education offices vary greatly in their physical condition which affects required privacy. Physical appearance also impacts on the overall desired professional appearance of the building.
ACOE STANDARD	Design the education office in accordance with the interior design guide so that it provides required privacy between counselor/client and the overall appearance is appealing throughout.
EXAMPLE	If office space precludes all having private space, ensure there are common areas set aside where private conferences can be held. Use of modular furniture assists in providing a positive work atmosphere as well as a professional looking office. Consult the installation interior design guide to coordinate colors and materials to be used. Self-help is a means of getting work done quickly.

c. Section VI Schools.

Table D-6C
Section VI Schools

ACOE TASK	Provide quality education for military family members with Section VI School System. Establish procedures dictated by law and OSD/Army instruction.
CONDITION	Commanders must work closely with the elected school board to ensure appropriate programs, facilities, and staffing are maintained to provide quality education. Some commanders may not be monitoring services sufficiently to ensure procedures are being followed.
ACOE STANDARD	Develop plans for completing reviews of the Section VI School policies/procedures, in coordination with the local school board, to ensure appropriate regulatory and statutory requirements are being met. Specific measurable criteria for this standard will be developed locally.

d. DoDDS Installation Interface.

Table D-6D

DoDDS Installation Interface

ACOE TASK	Improve communications between commanders, soldiers, eligible civilians, and their family members, and DoDDS officials. Exert a positive influence on the quality of education for children in the overseas environment.
CONDITION	Commanders, soldiers, eligible civilians, and their family members may feel they have no influence over the quality of education provided their children in the overseas environment.
ACOE STANDARD	Develop and implement procedures, in coordination with the local DoDDS school advisory board and DoDDS school officials, to bring about constructive and productive communications between DoDDS administrators, parents through the school advisory committee, and the local commander.

D-7. FAMILY SUPPORT SERVICES

a. Army Community Services (ACS).

(1) Consumer Affairs/Financial Assistance Program.

Table D-7A(1)

Consumer Affairs/Financial Assistance Program

ACOE TASK	Ensure that soldiers and family members are provided assistance, counseling and training in the areas of consumer awareness and money management.
CONDITION	Soldiers and family members are often unaware and not adequately prepared to manage their personal financial affairs, especially upon relocation, deployment, and separation.
ACOE STANDARD	Provide ongoing training classes and counseling in financial management and consumer awareness; debt liquidation assistance; and consumer complaint resolution assistance to soldiers and families. Specific measurable criteria for this standard will be developed locally.

(2) Exceptional Family Member Program (EFMP).

Table D-7A(2)

Exceptional Family Member Program (EFMP)

ACOE TASK	Improve the Exceptional Family Member program for families with special needs.
CONDITION	Services may be fragmented at many locations.
ACOE STANDARD	Establish an integrated program through the installation EFMP Coordinating Committee that provides medical, educational, housing, community support, and personal services.

(3) EFMP Screening.

Table D-7A(3)
EFMP Screening

ACOE TASK	Improve the Exceptional Family Member program screening process.
CONDITION	Screening is often limited to OCONUS reassignment processing.
ACOE STANDARD	Establish specific measurable criteria to screen for exceptional family members during in- and out-processing, routine medical care, OCONUS reassignment processing, and other appropriate opportunities.

(4) Information, Referral & Follow-Up Program.

Table D-7A(4)
Information, Referral & Follow-Up Program

ACOE TASK	Improve the Information, Referral, and Follow-Up Program for soldiers and their families.
CONDITION	Resource information is not always current.
ACOE STANDARD	Establish specific measurable criteria to ensure that installations have systems in place to routinely update referral data and base information. Ensure that the accuracy of pertinent information for frequently used services is verified with each referral.

(5) Volunteer Program.

Table D-7A(5)
Volunteer Program

ACOE TASK	Ensure that an ACS Volunteer Corps is integrated with paid staff at ACS centers.
CONDITION	Volunteers are not uniformly integrated into program development and service delivery.
ACOE STANDARD	Establish a Volunteer Corps that is integrated with paid staff in every ACS program area, and ensure that procedures exist for the recruitment, screening, placement, training, supervision, evaluation, and timely recognition of volunteers. Volunteers are a precious resource. Specific measurable criteria will be developed locally.
EXAMPLE	Communities with excellent recognition programs for volunteers usually meet community needs. The key to success is good management of the program.

(6) Relocation Program.

Table D-7A(6)
Relocation Program

ACOE TASK	Improve the Relocation Program for soldiers and their families.
CONDITION	Services are fragmented at many installations.
ACOE STANDARD	Establish specific measurable criteria to ensure that the Relocation Program is automated, integrated, and that provides move counseling; pre- and post-move orientations; overseas orientations; accurate and timely information about the present and gaining installation; unit sponsorship training; and family sponsorship in coordination with other Army Community Service programs.
EXAMPLE	Program focus must be on arriving and departing soldiers and families.

(7) Family Member Employment Assistance Program (FMEAP).

Table D-7A(7)

Family Member Employment Assistance Program (FMEAP)

ACOE TASK	Improve opportunities for initial and continued employment of family members.
CONDITION	Family members may be uninformed or not adequately prepared to compete successfully for employment opportunities at the sponsor's new duty station.
ACOE STANDARD	Establish specific measurable criteria to ensure that pre- and post-employment information, referral, job search counseling to relocating family members is available.
EXAMPLE	An active FMEAP involves representatives of both the Army Community Service (ACS) and the Civilian Personnel Office (CPO). Working together, they provide information or civilian employment; education and job skills training resources in the local area; a job bank containing private sector vacancies; individual career assistance and counseling; job search and personal development training workshops; private sector employer advocacy for hiring family members; and job skills training classes.

b. Child Development Services (CDS).

Table D-7B

Child Development Services (CDS)

ACOE TASK	Increase the Management oversight and improve program quality of installation programs.
CONDITION	Army CDS must comply with the requirements and intent of the Military Child Care Act (MCCA) of 1989. There are specific provisions involving staffing, resourcing, caregiving salaries, DoD fee policy, unannounced inspections (local and higher headquarters) correction of deficiencies, child abuse prevention, program quality and training criteria that must be met.
ACOE STANDARD	MCCA requirements and intent are met as evidenced by initial and annual renewal of DoD certification of installation CDS programs. Corrective action plans addressing deficiencies, based on local and higher headquarters inspections, are on file and milestones are met and documented.
ACOE TASK	Improve the quality of child care in Child Development Centers.
CONDITION	Army child development centers should meet national criteria for quality child care.
ACOE STANDARD	Army child development centers have a viable plan to pursue accreditation from the National Academy of Early Childhood Programs, a division of the National Association for the Education of Young Children (NAEYC) by 1994. Accreditation is a three step process in which centers complete a self assessment, correct identified deficiencies and are evaluated by an impartial NAEYC validator.
ACOE TASK	Increase the availability of child care.
CONDITION	A long range plan for meeting the installation child care needs for full, part day (preschool and school-age) and hourly care is necessary. Existing space in centers, family child care homes and supplemental programs and services is not always effectively utilized. Diversified care options should be implemented to increase child care availability.
ACOE STANDARD	Demand not met is documented in a consolidated waiting list maintained for all CDS programs in the CDS central enrollment registry. A five year Installation Child Care Availability Plan (ICCAP) have been developed based upon demand not met.

c. Family Advocacy Program - Transfer Process Between OCONUS & CONUS.

Table D-7C
Family Advocacy Program - Transfer Process Between OCONUS & CONUS

ACOE TASK	Improve process for transfer of Family Advocacy cases between OCONUS and CONUS.
CONDITION	Complete and timely transfer actions are not consistent.
ACOE STANDARD	Establish specific measurable criteria to ensure that cases are transferred in sufficient time to ensure continuity of care, and follow-up actions are continuous until the transfer is successfully completed.

d. Family Member/Soldier Input in Family Program Development.

Table D-7D
Family Member/Soldier Input in Family Program Development

ACOE TASK	Provide opportunities for soldiers and family members' input during program development and obtain feedback on the quality of services through the use of installation human resources councils, town hall meetings, program councils, mayoral programs and/or installation family symposiums.
CONDITION	Family member and soldier input may not be uniformly solicited in the development and evaluation of installation programs and services.
ACOE STANDARD	Establish specific measurable criteria to ensure that input from soldiers and family members is obtained. Also ensure that evaluations are conducted through installation family symposiums/ forums and council representation for an exchange of information and ideas relative to community services.
EXAMPLE	Installation family symposiums/forums are conducted annually with representatives from single soldiers, officer and enlisted families, on and off-post families, retirees, and dual military families. Participants input and feedback is solicited. Program specific information is presented as required to ensure clarity and participants' input is used to develop, modify, or expand programs and services at installation level. Participants are provided information on the impact through local publications, committees and/or program councils. Concerns requiring policy changes or changes in existing legislation/regulation are forwarded to the next higher command for action.

e. Foster Care Program.

Table D-7E
Foster Care Program

ACOE TASK	Ensure that foster care services are available and improve case planning for children in Army managed foster homes.
CONDITION	Foster care services are not always available, especially OCONUS, for children requiring foster care placement because of abuse and neglect. If placed, case planning is often not completed promptly nor based on careful assessment of the strengths and needs of the child and family.
ACOE STANDARD	Ensure that military or civilian certified foster homes are available to meet identified need, and that a case plan is written within 30 days of placement.

f. Increase Availability of Care for School-Age Children.

Table D-7F
Increase Availability of Care for School-Age Children

ACOE TASK	Increase availability of appropriate care for school-age children.
CONDITION	Limited care is available for children during non-school hours.
ACOE STANDARD	Implement a School-Age/Latch Key (SA/LK) Program when supported by a needs assessment.
EXAMPLE	SA/LK is a joint Youth Services and Child Development Services Program. Program services are made available through the use of available community facilities: schools, libraries, arts and crafts centers, youth service centers and other MWR program facilities to meet the requirement for care. SA/LK Program use of these facilities during non-peak hours assures soldiers of care and frequently engages children in activities that return monies to the installation MWR fund.

g. Prevention of Family Violence.

Table D-7G
Prevention of Family Violence

ACOE TASK	Maintain efforts to reduce incidents of family violence.
CONDITION	Prevention efforts to support family strengths and self-reliance and contribute to a stronger Army vary.
ACOE STANDARD	Ensure that commanders are educated in the prevention of family violence and briefed on Family Action Plan within 14 days of assumption of command. Ensure that all units receive training in each fiscal year. The training should focus on the dynamics of child and spouse abuse, the availability of treatment services, and the Army's policy regarding family violence.

h. Youth Program.

(1) Youth Services.

Table D-7H(1)
Youth Services

ACOE TASK	Expand Youth Services to implement the Youth Development Program.
CONDITION	The focus on youth programs at many installations is limited to youth sports and recreation when there may be demand for a broader program.
ACOE STANDARD	Develop and implement a Youth Development Program as part of the expanded Youth Services Program. The Youth Development Program should include youth sponsorship, teen and pre-teen groups, teen center community service projects and career explorations.
EXAMPLE	Many communities find that when teen and pre-teens have limited opportunities for work and limited social experiences outside the installation, Youth Development Programs fill the void. One community developed a volunteer program for teens during the summer months which resulted in over 4500 volunteer hours for the community.

(2) Youth Facility Management.

Table D-7H(2)
Youth Facility Management

ACOE TASK	Reduce risk of injury to the program participants and/or spectators.
CONDITION	Variance exists in the condition of the youth centers and related playing fields which can be the direct cause of preventable personal injury.
ACOE STANDARD	Conduct in conjunction with the installation safety office, annually/seasonally or as needed complete safety assessments as part of a risk management program.

(3) Youth Participation.

Table D-7H(3)
Youth Participation

ACOE TASK	Provide the means for youth to make direct input into programs for their use at the installation.
CONDITION	Many programs are developed without participants' input which results in low usage.
ACOE STANDARD	Establish specific measurable criteria to ensure that a system is implemented where youth can provide input to programs designed for their use. This should result in active teen and preteen groups with active membership composed of children and youth from all areas and ethnic segments of the installation.

(4) Youth Program Assessment.

Table D-7H(4)
Youth Program Assessment

ACOE TASK	Ensure that Youth Services Programs are based on the results of needs assessments and that the installation provides those programs, services, and facilities for which there is a documented need.
CONDITION	Formal needs assessments/evaluations are not always conducted on a regular basis.
ACOE STANDARD	Establish specific measurable criteria to ensure that programs, services, and facilities reflect the needs and interests of youth family members for all eligible age groups.

D-8. MORALE, WELFARE, AND RECREATION (MWR) SERVICES

a. Arts and Crafts.

Table D-8A
Arts and Crafts

ACOE TASK	Provide contemporary arts and crafts activities (including automotive), which are the most popular with soldiers and family members.
CONDITION	Many arts and crafts programs do not provide adequate programs and activities for the total community. There are wide variances in condition and types of equipment.
ACOE STANDARD	Determine interest of community for classes of instruction; cultural events (Arts & Crafts only); family and youth activities; and self-help activities and services that save the soldier money (both arts and crafts and automotive). Keep equipment serviceable and offer a wide variety. Facility should be open when customers are most available. Provide services based on the needs of the community. Consider opening facilities to active members of the Reserve Components. Network with other Army arts and crafts centers and share ideas.
EXAMPLE	Survey the military community to determine interest of soldiers, spouses, youth and children, and eligible DoD civilians in arts and crafts and automotive programs and activities. Procedures should allow for purchasing of state-of-the-art equipment and sale of older equipment. Maintain contact with crafts retail industry, and vo-tech and continuing education centers to determine trends in the civilian sector. Include these trends as options in the needs/ interest survey.

b. Bowling.

Table D–8B

Bowling

ACOE TASK	Develop programs and services to increase use of bowling centers.
CONDITION	The use of bowling centers has been declining.
ACOE STANDARD	Promote bowling league events for the entire family. Upgrade the food and beverage operations. Tailor bowling hours of operation, services, and products to customer demand. Build, operate, and maintain state-of-the-art facilities.
EXAMPLE	Survey patrons to identify products and services desired. Develop food and beverage specials and make them available during peak participation periods. Take advantage of industry sponsorship of tournaments.

c. Clubs.

Table D–8C

Clubs

ACOE TASK	Improve the quality of food, beverages, entertainment, and training of personnel in clubs.
CONDITION	Compared to the products and services offered by many off-post facilities, clubs often do not meet customer demands, which in turn results in decreased patron use.
ACOE STANDARD	Obtain and provide quality food and beverage products. Food and beverage menus should be based upon customer preferences as determined through periodic surveys and customer feedback. Entertainment programming should be based upon patron demand. Top-notch, quality menus and customer service is a must. Train all new employees before assuming their duties and responsibilities.
EXAMPLE	Server training should be conducted on a continuing basis, emphasizing customer service and proper serving techniques. Seasonal and special menus should be offered. Special events should be promoted and well publicized.

d. Community Activity Centers (CAC).

Table D–8D

Community Activity Centers (CAC)

ACOE TASK	Provide installation with integrated programs, activities, and facilities that were formerly operated separately, i.e., arts and crafts, gyms, recreation centers, sports, libraries, and music and theater.
CONDITION	Recreation programs, activities, and facilities are scattered throughout most installations which puts a burden on commanders to conserve resources while offering diverse and contemporary services to the community.
ACOE STANDARD	Ensure that the Installation Design Guide is used in planning and designing of the Community Activity Center. Models designs exit ranging from small installations with minimal facilities to large installations with diversified programs and activities.
EXAMPLE	A successful example of a working model for a CAC is the Aliamanu housing area in Hawaii. It serves 2600 families and includes a Child Care Center, Library, Craft Shop, Snack Bar, music rooms, auditorium/gymnasium, handball courts, swimming pool, and playing fields. The CAC concept is a one-stop recreation complex — the way of the future.

e. Entertainment (Music and Theater).

Table D-8E
Entertainment (Music and Theater)

ACOE TASK	Provide a total and balanced program of community-generated music and theater activities that integrate music, theater, and technical participation for the community audience (i.e., doers and viewers both participate in the program at an affordable level).
CONDITION	Currently some installations offer excellent music and theater programs, at others opportunities are minimal due to lack of staff or facilities in which to conduct activities. Employ adequate staff to plan, develop and direct activities.
ACOE STANDARD	Define the music and theater needs of the community and distribute resources to meet those needs. Establish seasonal schedule of musical and theater offerings.
EXAMPLE	Survey the community to determine which programs it will support. Check programs and prices available in the civilian sector, to avoid duplication and for best application of resources, personnel, supplies, equipment, materials, and funds. The overall results are measured by the percentage of participation and by feedback on quality programs. Some communities have had success with dinner theaters which give local talent a chance to perform and provide commensurate entertainment.

f. Golf.

Table D-8F
Golf

ACOE TASK	Expand membership in golf facilities.
CONDITION	The membership at some installations is too small to generate sufficient revenue.
ACOE STANDARD	Expand membership through publicity and by contacting eligible potential patrons.
EXAMPLE	Promotions should be developed to permit free or reduced price trial membership. Along with AD military, groups of potential patrons include retired military personnel and their family members and members of the Active Reserve.

g. Leisure Travel.

Table D-8G
Leisure Travel

ACOE TASK	Provide better locations and facilities for Leisure Travel Offices.
CONDITION	Offices are often located in Recreation Centers and at out-of-the-way locations. Offices are often small and inadequate.
ACOE STANDARD	Locate Leisure Travel Offices (Commercial Travel Office and Information, Ticketing and Registration Office) in the commercial center of the installation, i.e. near the post exchange and bank. Upgrade the facilities to provide adequate customer waiting areas and travel counseling areas.

h. Libraries.

(1) General.

Table D-8H(1)
Libraries—General

ACOE TASK	Provide each Army installation and activity with a main library that is centrally located with primary consideration given to troop and education support requirements that can adequately support reading, audiovisual, and reference material and services.
CONDITION	Main libraries vary greatly in their physical condition and square footage, with many main libraries falling short of square footage authorizations as contained in DOD 4270.1-M, Construction Criteria Manual.
ACOE STANDARD	Ensure that new main libraries are built to conform to Design Guide 1110-3-110 and DOD 4270.1-M, Construction Criteria Manual for square footage authorizations. Size and layout should be adequate to house and facilitate current library materials and provide for expansion; permit efficient administrative and technical operations; and provide for a variety of seating and study areas for normal high-use periods.
EXAMPLE	At some installations library facilities are not convenient to military community users and facilities are too small to allow for expansion. Main library square footage shortfall must be verified and a plan developed to obtain MCA construction priority. Some communities have had success by automating the entire checkout system. Others have solved space problems by creating separate children libraries near housing areas through the expanded self-help program.

(2) Acquisition Program.

Table D-8H(2)
Libraries—Acquisition Program

ACOE TASK	Provide a varied, authoritative collection of current and retrospective reading and audiovisual materials encompassing the various reading levels, interests, and cultural backgrounds of the personnel served.
CONDITION	At some installations library facilities are too small to allow for expansion and these cannot maintain a minimum basic collection. At other installations resources are not adequate to ensure a progressive and authoritative materials collection program.
ACOE STANDARD	Ensure each library system and reference center has a formal acquisition program covering present and projected needs. This program should ensure a judicious expenditure of funds and a progressive development of library materials. Ensure that there is a regular financial support of books and related information materials, both new and replacement items. Standards established by the American Library Association and the Special Library Association should be used as guides in evaluating library effectiveness. In support of education programs, libraries should also consider standards established by state/regional accrediting associations. Overdue book standard must be enforced.
EXAMPLE	Survey the military community to determine if the library is meeting the general needs of the community and to identify special needs which require coverage in the acquisition program.

i. Morale, Welfare, and Recreation (MWR).

(1) Quality and Efficient Program Management.

Table D-8I(1)
Quality and Efficient Program Management

ACOE TASK	Establish and maintain quality MWR programs and services that function efficiently and responsively.
CONDITION	Army MWR operations are undergoing significant reorganizations and redefinition of funding categories. Army leadership has directed the implementation of an efficient management information systems that will provide for finance and accounting, procurement and contracting, supply and facility management, and centralized personnel quotas.
ACOE STANDARD	Establish specific measurable criteria to ensure the development and implementation of an automated management system that provides for contract/procurement, finance/accounting, supply and facility management, and personnel management that will enhance business decisions to improve quality programming on a timely and efficient basis. Network with other MWR organizations and share ideas.

(2) Marketing.

Table D-8I(2)
MWR Marketing

ACOE TASK	Develop a marketing plan for MWR that will ensure quality programs and facilities are developed to meet consumer-oriented demands.
CONDITION	Army leadership continues to improve marketing and planning, however, long range planning needs to receive emphasis to ensure smart decisions are made on sound considerations.
ACOE STANDARD	Establish specific measurable criteria to ensure the development and implementation of a marketing plan that is based on consumer-oriented demands and addresses programs, facilities, and services required to address the total community. Network with other MWR organizations and share ideas.

j. Outdoor Recreation.

Table D-8J
Outdoor Recreation

ACOE TASK	Develop an outdoor recreation plan as part of the installation master plan.
CONDITION	Outdoor recreation facilities and activities at each installation may not meet the needs and preferences of Army personnel and their families.
ACOE STANDARD	Establish specific measurable criteria to ensure the development and implementation of an outdoor recreation park system on each installation, where possible.

k. Sports.

Table D-8K
Sports

ACOE TASK	Provide for participation in a full range of individual and team sports for men and women.
CONDITION	Every soldier is encouraged to participate competitively in at least one sport. Not all units participate in every team sport in which they can field a team. Sport facilities (indoor and outdoor) vary in adequacy and condition.
ACOE STANDARD	Provide instruction, practice, and competition in directed and self-directed sports activities for all skill levels (including beginners) in all of those sports supported by local interest. Indoor and outdoor facilities should meet the needs of users and are maintained in good condition. Unit commanders are required to fund and conduct a comprehensive "unit level" sports program. The Community Recreation Sports Director will conduct the installation's intramural level sports program.
EXAMPLE	Sports programs should provide a recreational experience for the community that is equal to or superior than those provided in the civilian sector. Survey the needs of the soldier to determine the mix of sports desired within the community.

D-9. MILITARY PERSONNEL SERVICES

a. Awards and Decorations

(1) Awards and Decorations Processing.

Table D–9A(1)
Awards and Decorations Processing

ACOE TASK	Improve the timeliness of processing award recommendations.
CONDITION	Award recommendations are often acted upon after soldiers depart installations on PCS or separation.
ACOE STANDARD	Ensure that award recommendations are submitted and processed by desired presentation date. REFERENCE: Paragraph 1-24 and Section III AR 672-5-1.
EXAMPLE	A recommendation for award of a decoration is prepared by the company commander on a soldier who is scheduled for PCS or separation only 15 days before the soldier's departure from the unit and installation. By the time the recommendation is acted upon, orders published, and certificate prepared, the soldier has departed. This requires the forwarding of the award elements (orders, certificate, and medal set) to the new unit of assignment for belated presentation. If the soldier separated, it means that the award elements must be forwarded to the Army Reserve Personnel Center to locate the veteran and then arrange a presentation. In the latter case, it also means that the award does not appear on the separation document (DD Form 214) which must be corrected. In any case, failure reflects poorly on the image of the Army.

(2) Receipt of Awards and Decorations.

Table D–9A(2)
Receipt of Awards and Decorations

ACOE TASK	Present each soldier awarded a service medal or ribbon, badge or decoration, the emblem or device (bar device, suspension medal, appurtenance or lapel button) as appropriate. Award presentations should be public.
CONDITION	Soldiers frequently do not receive the actual emblem they have been awarded e.g. Good Conduct Medal, Armed Forces Reserve Medal, and Humanitarian Service Medal.
ACOE STANDARD	Ensure that awarding authorities and commanders requisition, stock in sufficient quantities, and provided emblems to soldiers who have earned recognition. REFERENCES: Paragraphs 1–38 and 1–41 AR 672–5–1.
EXAMPLE	The custodian of the personnel records determines a soldier is qualified to be awarded an Armed Forces Expeditionary Medal or Humanitarian Service Medal, enters it on his/her records, and notifies the soldier that he/she has been awarded the service medal. The records custodian does not send the soldier a suspension medal set because none have been requisitioned and none are in stock. The soldier purchases the bar ribbon device and unsuccessfully attempts to get the medal from his supply sergeant. If a MILPO or commander has properly requisitioned and stocked the emblems, the soldier would have been furnished the device.

b. Casualty Services – Informal Line of Duty Investigations.

Table D–9B
Casualty Services – Informal Line of Duty Investigations

ACOE TASK	Complete informal line of duty investigations in a timely manner.
CONDITION	Soldier's unit commander completes an informal line of duty investigation (when required) on deceased, injured, or diseased soldiers.
ACOE STANDARD	Ensure that informal line of duty investigations (DA Forms 2173) are completed no later than 30 days after the incident occurs.

c. Promotions.

(1) Enlisted.

(a) Conduct Annual Recomputations.

Table D–9C(1)A
Enlisted—Conduct Annual Recomputations

ACOE TASK	Conduct annual recomputations for all soldiers who have recommendation list status.
CONDITION	Soldier's annual recomputation are not being computed during established recomputation month.
ACOE STANDARD	Personnel Services Centers (PSC) will ensure all soldiers on recommended list for promotion have recomputations completed during required month. The In/Out Processing Section will identify soldiers arriving in command without required recomputations and ensure soldiers do not PCS without an annual recomputation.

(b) Integrate on gaining organization Recommended List for Promotion.

Table D–9C(1)B
Integrate on gaining organization Recommended List for Promotion

ACOE TASK	Integrate soldiers on gaining organization Recommended List for Promotion (AAC-CIO).
CONDITION	Soldiers are arriving at gaining organization without verification of recommended list status and promotion packet and cannot be integrated on recommended list.
ACOE STANDARD	Establish specific measurable criteria to ensure that out-processing procedures are in place which will not allow soldiers to depart without verification of recommended list status and promotion packet.

(c) Promote Soldiers to E-4 and below within waiver allocation limits.

Table D–9C(1)C
Promote Soldiers to E-4 and below within waiver allocation limits

ACOE TASK	Promote soldiers to E-4 and below within waiver allocation limits.
CONDITION	Units are exceeding DA authorized waiver allocations for advancement to E-4 and below.
ACOE STANDARD	PSC review ten percent of assigned unit waiver allocations monthly and provide assistance and training to units who exceed DA waiver limitation. Specific measurable criteria will be developed locally.

(d) Promotion Progression MOS (PRMS).

Table D–9C(1)D
Promotion Progression MOS (PRMS)

ACOE TASK	Ensure that Promotion Progression MOS (PRMS) are processed by SIDPERS no later than last SIDPERS cycle of month score was computed.
CONDITION	Approximately 4000 PRMS transactions are outdated scores.
ACOE STANDARD	Review statistics provided by PERSCOM and update outdated scores

(e) Use of Army Civilian Acquired Skills.

Table D-9C(1)E
Use of Army Civilian Acquired Skills

ACOE TASK	Promote soldiers based on Army Civilian Acquired Skills Program (ACASP) or college education IAW AR 601-210.
CONDITION	Soldiers who enlisted under provisions of ACASP or College Education program are not being advanced on date authorized by AR 601-210.
ACOE STANDARD	Establish specific measurable criteria locally to ensure that the inprocessing section identify all soldiers who enlisted for advancement under the ACASP or College Education program in order to ensure they are advanced when authorized under the provisions of AR 601-210.

(2) Officer - Eligibility Date for 1LT/CW2 AUS.

Table D-9C(2)
Officer - Eligibility Date for 1LT/CW2 AUS

ACOE TASK	Determine the eligibility date for 1LT/CW2 AUS officer promotions.
CONDITION	Personnel Services Centers often calculate the promotion eligibility dates for these promotions in a variety of methods.
ACOE STANDARD	Ensure that 100% of all 1LT/CW2 AUS promotion eligibility dates are calculated IAW AR 624-100 and subsequent HQDA implementing instructions allowing all eligible officers to be promoted on the correct date.

d. Evaluation Reports.

(1) Low-Late Submission Rates - NCO/officer Evaluation.

Table D-9D(1)
Low-Late Submission Rates - NCO/officer Evaluation

ACOE TASK	Attain on-time submission rate of NCO and officer evaluation reports.
CONDITION	Career management (assignments, promotion selection, school selection, etc.) requires the most up-to-date evaluation of soldier.
ACOE STANDARD	Achieve submission rates commensurate with MACOM goals working toward 100% on-time submission rates.

(2) Minimal Error Rate - NCO/officer Evaluations.

Table D-9D(2)
Minimal Error Rate - NCO/officer Evaluations

ACOE TASK	Attain greater than a 95% accuracy rate on NCO/officer evaluation reports.
CONDITION	In the interest of soldiers and the Army efficiency reports require greatest possible accuracy.
ACOE STANDARD	Achieve and attempt to exceed MACOM standards on ER rates.

e. In- and Out-Processing.

(1) Courteous and Timely Service.

Table D-9E(1)
Courteous and Timely Service

ACOE TASK	Provide courteous and timely service to soldiers and family members during in- and outprocessing and a follow-up mechanism that measures quality of service.
CONDITION	There are numerous situations where soldiers and family members are not properly welcomed or outprocessed in a timely and courteous manner.
ACOE STANDARD	The in- and out-processing program should provide a framework to bring together installation and community staff support agencies in support of soldiers and their families. Ensure that soldiers and family members are in-processed within 5 duty days and out-processed within 7 duty days under a centralized processing system. Provide a customer service feedback mechanism. Automate the system to eliminate time consuming repetitive entries and paperwork.

(2) Professional Facilities.

Table D-9E(2)
Professional Facilities

ACOE TASK	Provide a professional looking and functional in- and out-processing center.
CONDITION	In- and out-processing centers vary greatly in their physical condition, which affects processing. Physical appearance also impacts on the overall desired professional appearance of the building. These centers often provide the first and last impressions of the community and the Army.
ACOE STANDARD	Design the in- and out-processing center in accordance with the Installation Design Guide and the Interior Design Guide to ensure that it provides required privacy and the overall appearance is appealing throughout. If conditions preclude a centralized facility, ensure that all processing facilities are in close proximity to each other to save time for the soldier and their families. Try to include a "children's corner" equipped with books and blocks. Use wall art and plants within the facility. Consult the installation interior design guide to coordinate colors and materials to be used. Self-help is a means of getting work done quickly.

(3) Personnel Service Company/Military Personnel Division.

Table D-9E(3)
Personnel Service Company/Military Personnel Division

ACOE TASK	Standardize military personnel organizations throughout the Army to improve Personnel Service Support provided to the soldiers and their families.
CONDITION	Military personnel organizations (Personnel Service Companies/Personnel Services Centers) are not organized in a standard manner. This reduces the effectiveness of personnel operations supporting soldiers and their families.
ACOE STANDARD	Realign/reorganize Personnel Service Companies/Personnel Services Centers into one of the configurations depicted in Department of the Army directives, i.e. AR 600-8, Military Personnel Management.

f. ID Card and DEERS Procedures.

(1) Guard/Reserve ID Cards.

Table D-9F(1)
Guard/Reserve ID Cards

ACOE TASK	Develop procedures during out-processing to issue the DA Form 5431 (Guard/Reserve Family member ID Card) upon separation from the active duty with remaining reserve component service obligation at the time of separation.
CONDITION	At the time of separation the soldier receives the DD Form 2 (Reserve) ID Card. However, the family member normally does not receive their DA Form 5431 (Guard/Reserve Family Member ID Card) until later at the reserve unit. Often the reserve component unit is located some distance away. This necessitates that the family travel long distances to receive their family member ID cards.
ACOE STANDARD	Ensure that the eligible family members receive their DA Form 5431 at the time the soldier outprocesses.
EXAMPLE	This additional procedure will improve on existing procedures for receiving the DA Form 5431 (Guard/Reserve Family Member ID Card). Currently the DA Form 5431 is issued at the Reserve unit and/or at an active duty installation ID card facility. To include outprocessing as another point of issue will improve and ensure issue of the card to family members.

(2) ID Cards Issue and DEERS Enrollment.

Table D-9F(2)
ID Cards Issue and DEERS Enrollment

ACOE TASK	Reduce waiting time for the soldier and family members when requesting ID card issue or DEERS enrollment.
CONDITION	Numerous situations occur where soldiers and family members are not properly welcomed or processed in a timely manner.
ACOE STANDARD	Ensure the soldier and family members are greeted and processed within 20 minutes or less for normal issue of ID cards and DEERS enrollment process where no complications exist.
EXAMPLE	Hours of operations and staffing should be sufficient to prevent waits over 20 minutes. Comfortable waiting areas and prompt notification/explanation of delays assists in reducing customer dissatisfaction when crowding does occur.

(3) Training on ID Card Issue.

Table D-9F(3)
Training on ID Card Issue

ACOE TASK	Improve training of ID card issuing and verifying officials, including unit level personnel.
CONDITION	The training effort in the ID card issue process and DEERS enrollment process are fragmented.
ACOE STANDARD	Establish specific measurable criteria to ensure that all verifying and issuing officials are trained before they begin processing ID card applications and DEERS enrollments.
EXAMPLE	Verifying and issuing clerks should be knowledgeable of ID card regulation (AR 640-3). They should also be knowledgeable of the DD Form 1173 instruction manual. At on-line automated sites (RAPIDS) they must complete the CBI training (computer based instruction) before using the computer equipment. Some communities have had success with maintaining tracking system personnel trained for this purpose.

(4) Training on Soldier Responsibility for DEERS Enrollment.

Table D-9F(4)
Training on Soldier Responsibility for DEERS Enrollment

ACOE TASK	Develop a comprehensive plan to instruct the soldiers regarding their responsibilities regarding DEERS enrollment and ID cards for family members.
CONDITION	Military medical benefits and other privileges will be denied the family member unless the soldier ensures their ID card is processed and DEERS is updated and reflects their entitlement.
ACOE STANDARD	Establish specific measurable criteria to ensure that educational programs on the soldiers responsibility for DEERS enrollment are developed and implemented. Include training at unit level.
EXAMPLE	Military medical benefits are provided by law, not by service policy. All eligible family members must be enrolled on the soldiers DEERS file to include those not receiving an ID card (children under 10 years of age). Whenever a change occurs in a family member status (death, divorce, and births) the soldier must present legal documents and update their DEERS file to reflect the change. Train periodically installation-wide; advertise in advance.

(5) Updating Soldiers and Family Members Addresses.

Table D-9F(5)
Updating Soldiers and Family Members Addresses

ACOE TASK	Develop procedures for updating the soldiers and family members address on DEERS.
CONDITION	Often the soldier and family member come into the PSC for new ID cards and/or a family members status change to the DEERS file, but the address is not updated.
ACOE STANDARD	Ensure that the address data is updated on the soldiers DEERS file, to include all family members. Current address should be verified every time an inquiry is made by the soldier or his family.

g. Postal Services.

(1) Mail Collection.

Table D-9G(1)
Mail Collection

ACOE TASK	Ensure that CONUS installations receiving city delivery service have regular mail collection service.
CONDITION	Collection boxes should be provided on all military installations receiving city delivery service.
ACOE STANDARD	Develop local procedures that will ensure that collection box locations and frequency of collection are in compliance with DoD, DA, and US Postal Service (USPS) guidance and agreements. NOTE: OCONUS mail collection for military personnel, DoD civilians and military and DoD family members who are assigned or attached to a unit is normally collected by the unit mail clerk. The unit mail clerk is responsible for collection and delivery of mail to the Military Postal Servicing Activity. As such, the standard above is not applicable.

(2) Mail Delivery.

Table D-9G(2)
Mail Delivery

ACOE TASK	Ensure CONUS installations receive mail delivery service that is commensurate with the delivery service provided civilian communities of comparable characteristics.
CONDITION	The US Postal Service is required by agreement with the Department of Defense to provide mail delivery service to: Family quarters, apartment type bachelor quarters, non-apartment type bachelor quarters, and barracks.
ACOE STANDARD	Develop local procedures that ensure that the delivery of mail is in accordance with DoD, DA, and USPS guidance and agreements. NOTE: OCONUS mail delivery service for military personnel, DoD civilian, and military and DoD family members who are assigned or attached to a unit is normally delivered through the unit mailroom. As such the standard above is not applicable. The unit mail clerk is responsible for pickup and delivery from the Military Postal Servicing Activity.

(3) Postal Facilities.

Table D-9G(3)
Postal Facilities

ACOE TASK	Provide the community with modern postal facilities that are convenient, clean, and safe.
CONDITION	Not all installations have modern facilities that provide state-of-the-art equipment. Many postal facilities are old and are eye sores.
ACOE STANDARD	Develop plans that will provide renovation of existing facilities or construction of new ones that will include all of the amenities necessary to provide professional postal service to community personnel and organizations.

(4) Quality and Responsive Service.

Table D-9G(4)
Quality and Responsive Service

ACOE TASK	Provide quality and responsible postal service to community personnel and organizations.
CONDITION	Not all installations have implemented uniform procedures that provide quality postal service.
ACOE STANDARD	Develop local policies and procedures that are in concert with DoD, DA, and USPS to ensure that quality postal service is provided to the consumer base of the installation.

(5) Retail Services.

Table D-9G(5)
Retail Services

ACOE TASK	Provide convenient and effective retail services on military installations commensurate with those provided in comparable civilian communities.
CONDITION	The level of service required, retail units needed, maintenance of units, hours of service, convenience, and security are key elements which may not be uniformly considered when planning to provide such service to the community.
ACOE STANDARD	Develop local policies and procedures to ensure that retail services are being provided in military communities. The Center Postmaster, Installation Postal Officer, and the installation commander share the responsibility for providing retail service.

h. Retiree Services.

(1) Councils.

Table D-9H(1)

Retiree Services—Councils

ACOE TASK	Ensure cooperative relationship between installation commanders and their retiree councils.
CONDITION	Frequently, the roles and responsibilities of councils and commanders are not understood. Retirees are Army alumni and are a valuable resource.
ACOE STANDARD	Ensure that the Retiree Council chairperson has access to the installation leadership. Cross-communication is essential.

(2) Survivor Benefit Plan.

Table D-9H(2)

Retiree Services—Survivor Benefit Plan

ACOE TASK	Increase the enlisted Survivor Benefit Plan (SBP) participation rate to the DoD goal of 75%.
CONDITION	For FY 90, the enlisted participation rate was 56%.
ACOE STANDARD	Ensure that Installation Retirement Services officers make maximum use of SBP valuation software to explain the benefits of the program on an individual level and regular use of all installation media to market the program.

Appendix E
FINANCE AND ACCOUNTING CUSTOMER SERVICES
(Office of the Assistant Secretary of the Army (Financial Management))

E-1. PAY ACCURACY AND TIMELINESS

Pay Accuracy and Timeliness.

Table E-1
Pay Accuracy and Timeliness

ACOE TASK	Improve timeliness of compensation and monetary allowance for active duty soldiers and DA civilians.
CONDITION	Variances exist in the timely submission of pay changes from unit level and from personnel and finance offices, causing inaccurate computation of soldier and civilian pay.
ACOE STANDARD	(1) Improve the timely submission of military pay changes so that 86 percent of such changes are received by the Defense Finance and Accounting Service-Indianapolis (DFAS-IN). (2) Improve the timely receipt and processing of civilian retirement claims to the extent that 90 percent of claim submissions are made within 30 days after the effective date of the separation action. (3) Improve the timely processing of appropriate civilian personnel actions to the extent that 95 percent of such actions are received and input by the finance office on or before established cut-off dates. (4) Enable civilians to earn maximum interest on Thrift Savings Program deposits by depositing on time not fewer than 95 percent of contributions to the National Finance Center.

E-2. FINANCIAL SERVICES

Financial Services.

Table E-2
Financial Services

ACOE TASK	Reduce customer waiting time for travel advances, bank and credit union services, and paycheck deposits.
CONDITION	Services are not always provided in a timely manner.
ACOE STANDARD	(1) Provide same-day travel advance service when requested. (2) Process travel settlement vouchers within five business days or less following correct submission of the voucher by the customer. (3) Ensure that instructions are clear for voucher preparation. (4) Reduce waiting time at military banking facilities to less than 15 minutes during peak periods and less than five minutes during other times. (5) Increase unit commander support to achieve not less than 94.5% SUREPAY participation of all active duty soldiers E-3 and above.

E-3. FUND AVAILABILITY

Fund Availability.

Table E-3
Fund Availability

ACOE TASK	Increase installation commanders' fund availability to improve soldiers' quality of life by reducing interest penalty payments and identifying potential deobligations of current year funds.
CONDITION	Commanders have lost the availability of funds each year because of poor accounting practices, personnel shortages and overstatement of obligations.
ACOE STANDARD	<p>(1) Perform three complete validation reviews of current-year material unliquidated obligations annually to identify potential deobligations which would increase quality of life fund availability. This standard requires that Resource Management and Accounting activities be staffed to adequate levels.</p> <p>(2) Reduce interest penalties under the Prompt Payment Act by 10% a year over the next five years to reach a goal of paying not more than \$100 of interest for every one million dollars of applicable vendor payments. This requires receiving activities to furnish receiving reports in one-half of the specified payment period and the finance office to process payments within the remainder of that period.</p>

Appendix F

CHAPLAIN SERVICES

(Office of the Chief of Chaplains)

F-1. GENERAL

The guidelines offered below are representative of various needs of the chapel parishioners and are customer oriented rather than mission driven.

F-2. RELIGIOUS ACCOMMODATION

Religious Accommodation.

Table F-2
Religious Accommodation

ACOE TASK	Support the free exercise of religion and the accommodation of religious practices.
CONDITION	Conflicts occasionally arise between military missions and religious requirements.
ACOE STANDARD	Resolve religious accommodation issues at the lowest possible level.
EXAMPLE	Unless prohibited by military necessity or essential military requirements, military policy encourages accommodation of individual religious practices. The chaplain can facilitate the process of resolving conflicts through open dialogue, innovative staff work, sensitivity and clarification of the issues. Sabbatarians such as Jewish personnel and Seventh-day Adventists could be scheduled for routine duties on Sunday rather than Saturday. Installations with significant numbers of personnel requiring specific diets for religious reasons could establish special items in a dining facility.

F-3. SOLDIER MINISTRIES

Soldier Ministries.

Table F-3
Soldier Ministries

ACOE TASK	Meet the faith requirements of all soldiers in garrison and in the field.
CONDITION	Spiritual values of soldiers represent a broad spectrum. Only about half of the faith groups in the United States endorse chaplains to serve in the military.
ACOE STANDARD	Define attainable, distinctive faith group and unit chaplain coverage and provide it.
EXAMPLE	During some situations soldiers may need certain religious ministrations necessary to meet their faith requirements. Army installations and/or units often do not have chaplains of that distinctive faith group assigned that can meet that need; many distinctive faith groups have insufficient numbers of chaplains or have no chaplain representatives. Religious needs can be assessed and defined using SIDPERS religious preference data, surveys and chaplain contacts. Then, prior to holy days and training exercises, a comprehensive plan for chaplain coverage could be developed. By cooperation between active component units, ARNG/USAR, and other U.S. military services, careful coordination of scheduling and sharing resources, commanders and chaplains have fulfilled reasonable, pluralistic faith requirements.

F-4. PUBLIC WORSHIP SERVICES

Public Worship Services.

Table F-4
Public Worship Services

ACOE TASK	Offer chaplain-sponsored worship services that provide opportunity for expression of faith which meet the religious needs of the community.
CONDITION	The location and religious pluralism of Army installations require a wide variety of public worship opportunities.
ACOE STANDARD	Conduct a sufficient variety of denominational and ethnic religious services, and various styles of collective Protestant worship services (Charismatic, non-liturgical and liturgical) that provide for all expressions of religious faith.
EXAMPLE	In areas where few Roman Catholic parishes exist off-post, a strong Roman Catholic chapel program is essential to meet the religious needs of a significant percentage of the installation population.

F-5. RELIGIOUS EDUCATION PROGRAMS

Religious Education Programs.

Table F-5
Religious Education Programs

ACOE TASK	Provide a total religious education program.
CONDITION	Religious education program needs in the military community vary according to the number of faith groups represented and their respective emphasis on religious education.
ACOE STANDARD	Survey the community to determine needs. Provide administrative and teaching staff and facilities required to meet those needs.

F-6. PASTORAL CARE - COUNSELING AND CRISIS INTERVENTION

Pastoral Care - Counseling and Crisis Intervention

Table F-6
Pastoral Care - Counseling and Crisis Intervention

ACOE TASK	Provide timely pastoral counseling to soldiers and family members, especially in time of crisis.
CONDITION	Chaplain notification and response vary, particularly after duty hours.
ACOE STANDARD	Ensure Unit Ministry Team (chaplain and/or chaplain assistant) responds to request for pastoral counseling within one hour.
EXAMPLE	Several installations have established an on-call duty chaplain service by identifying a special telephone number such as 695-HELP for direct contact to a chaplain after duty hours.

F-7. FAMILY AND YOUTH PROGRAMS

Family and Youth Programs.

Table F-7
Family and Youth Programs

ACOE TASK	Provide chaplain sponsored family and youth programs.
CONDITION	Many military families are under stress and have problems with their children.
ACOE STANDARD	Conduct a chaplain ministry to families and youth that balances healing/remedial activities, programs and services with a proactive focus on healthy/preventive activities, programs and services. Follow-up is essential.

F-8. VOLUNTEER MANAGEMENT, TRAINING AND RECOGNITION

Volunteer Management, Training and Recognition.

Table F-8
Volunteer Management, Training and Recognition

ACOE TASK	Recruit volunteers and implement a volunteer management system that enables lay volunteers to serve in all facets of chapel activities, organizations, programs and services and be recognized for such service.
CONDITION	Non-personal services contracts are often used to support many chapel functions in which volunteers could serve. Some programs lack lay readers, ushers, teachers, acolytes, etc.
ACOE STANDARD	Develop a marketing plan to recruit volunteers. Train, support, and manage volunteers and place them where they can do the best job for you such as on the chapel councils and in chapel programs. Have a pro-active volunteer recognition program.
EXAMPLE	Volunteers build community spirit and provide a community perspective usually not understood by contractors. Their knowledge of community life and needs can greatly contribute to making outreach programs both effective and meaningful. Volunteers can be used to expand the programs and services. Volunteer services may not be authorized in all cases; the chapel director should contact the judge advocate and Civilian Personnel Office.

F-9. CHAPEL RESOURCES

Chapel Resources.

Table F-9
Chapel Resources

ACOE TASK	Develop and adequately resource the Command Master Religious Plan of the installation for implementation.
CONDITION	A wide variance of per capita resources available for chaplain ministry exists between installations in the Army.
ACOE STANDARD	Achieve an appropriated funding level sufficient to carry out the Command Master Religious Plan and meet the religious needs of all those entitled to chaplain ministry: active duty military to include personnel of tenant units, students and/or trainees, family members living on and off post, civilian employees authorized installation support services and retirees.

F-10. CHAPEL SUPPORT SERVICES

Chapel Support Services.

Table F-10
Chapel Support Services

ACOE TASK	Increase on-post chapel attendance by providing parishioners excellent religious facilities and support services: functional modern buildings, nursery care during chapel activities, programs and services; assistance for the handicapped and hearing impaired, adequate parking and bus transportation.
CONDITION	Wide variance exists throughout the Army on the availability and level of these essential services.
ACOE STANDARD	Survey the community to determine support services needs. Implement and/or improve essential support services by targeting resources to those services which provide the greatest increase in chapel service.

F-11. RELIGIOUS INFORMATION

Religious Information.

Table F-11
Religious Information

ACOE TASK	Increase soldier awareness of available chapel activities, programs and services.
CONDITION	Many soldiers do not know their chaplain and are uninformed about chapel activities, programs and services. This is a chaplain responsibility. Commanders should ensure that the chaplain is involved.
ACOE STANDARD	Advertise chapel activities, programs and services to the maximum extent possible. Get out into the unit/community.
EXAMPLE	Some installations place the chaplains office on the list for in-processing. Chaplains make presentations at orientations for newly arrived soldiers and spouses. On one installation the chaplains visited every home to introduce themselves and tell about chaplain service. Many posts publicized the chaplains programs in the ACS welcome packet, the post newspaper and journal.

Appendix G LOGISTICS SERVICES

(Office of the Deputy Chief of Staff for Logistics)

G-1. COMMISSARY

Commissary.

Table G-1
Commissary

ACOE TASK	Provide clean, well stocked facilities to meet the grocery needs of authorized patrons and provide expeditious service to ensure minimum check out time.
CONDITION	The U.S. Army Troop Support Agency has financial and operational management responsibility for Army commissaries worldwide. Installation Commanders perform a vital role in the overall success of the commissary by providing base operations support functions, obtaining customer feedback as to the commissary service provided and communicating with Commissary Regional Offices and Headquarters as to the commissary effectiveness.
ACOE STANDARD	Seek customer feedback through the Commander's Hotline and Installation Commissary Council Meetings and report to the commissary officers, Region Headquarters and TSA Headquarters. Utilize the Commissary Effectiveness Summary to identify and possibly influence quality of services provided, facility or operational deficiencies, and responsiveness of the commissary staff in support of the local community. Accommodate patron needs with convenient hours of operation by coordinating patron requirements with the appropriate commissary staff. Monitor sanitation/cleanliness standards and report deficiencies to local commissary management.
EXAMPLE	Analyze peak customer shopping periods and focus on ways to relieve crowded conditions. Consider single queuing checkout lines with customers going to next available cashier. Stores with a large retiree population add handicapped carts and services.

G-2. FOOD SERVICE

Food Service.

Table G-2
Food Service

ACOE TASK	Provide nutritionally-balanced meals to personnel entitled to subsistence. Provide expeditious service to ensure minimum time waiting for service and ensure adequate space to allow all diners to be served within designated time periods.
CONDITION	Dining facilities vary in size and quality of facilities. Current trends include the soldier involvement through suggestions and emphasis on nutritional awareness.
ACOE STANDARD	Accommodate customer needs with convenient location and hours of operation. Provide quality meals in an environment comparable to quality commercial restaurants. Serve meals appropriately garnished, at the proper temperature, with appetizing appearance and taste, and with sufficient variety. Strive for cleanliness standards that exceed minimum regulatory requirements. Ensure information concerning location, hours of operation, menus and special events and awards are well publicized. Seek customer feedback on satisfaction with the quality and quantity of the food served, and the type of menus offered. Act on input from the dining facility council. Display calorie-counting cards next to each menu offering. Assess the appearance of the interior design of the facility.

G-3. LAUNDRY & DRY CLEANING

Laundry & Dry Cleaning

Table G-3
Laundry & Dry Cleaning

ACOE TASK	Provide quality, professional personal clothing cleaning services to the soldier.
CONDITION	Service includes providing both individual piece rate service and laundry payroll deduction service that is tailored to the laundry and dry cleaning requirements of the local military population.
ACOE STANDARD	Provide quality service to the soldier that is timely and, at a minimum, cost competitive with commercial laundry and dry cleaning services available in the community area. Hours of operation and location of pick-up points should be convenient for the population served. Evaluation may be based on the trends of the number of personnel using the service. Increases in usage will indicate quality, cost-competitive service for the soldier. Track loss and damage reports and develop a responsive customer feedback system and service improvement program. Assess the appearance of the customer service area and make changes to enhance it.

G-4. ARMY MILITARY CLOTHING SALES STORE (AMCSS)

Army Military Clothing Sales Store (AMCSS).

Table G-4
Army Military Clothing Sales Store (AMCSS)

ACOE TASK	Provide soldiers an outlet to obtain personal, authorized or optional military clothing.
CONDITION	Thirty-five percent of AMCSS facilities require renovation. Services include: Completion of initial/supplemental allowances, gratuitous issues, individual charge sales, and Uniform Clothing Deferred Payment Plan (UCDPP). Provide free alterations to enlisted service members.
ACOE STANDARD	Provide required clothing items to the soldier by maintaining sufficient stocks on hand. Special order items as required. Stress courteous, efficient, thorough assistance to soldiers. Provide information concerning proper care of uniform items. Ensure uniforms and footwear fit service member appropriately. Provide alterations to uniforms within regulatory requirements. AMCSS should be in an accessible location, and hours of operation should accommodate needs of soldiers. Solicit and act on customer feedback.

G-5. CENTRAL ISSUE FACILITY

Central Issue Facility.

Table G-5
Central Issue Facility

ACOE TASK	Stock, issue, recover, and account for Organizational Clothing and Individual Equipment (OCIE) authorized by CTA 50-900 and required by supported units.
CONDITION	Services and stockage should be tailored to meet the diverse customer requirements.
ACOE STANDARD	Provide each soldier all necessary, authorized OCIE items. Maintain the stocked OCIE in a clean and serviceable condition. Classify and repair or dispose of returned items. The CIF may stock expendable supplies authorized by CTA 50-970 that are required to complete or to place an item of OCIE into use. The goal of excellence is that each soldier be provided authorized/required OCIE during the first visit; further that all issues, direct exchanges and turn-ins be handled expeditiously. Check the processing flow to ensure that the most efficient procedures are in place. Measure effectiveness by the percentage of soldiers who receive a complete issue on the first visit. Strive to reduce the processing time. Assess the percentage of soldiers processed within the target time frame.

G-6. TRANSPORTATION – PERSONAL PROPERTY MOVEMENT

Transportation – Personal Property Movement.

Table G-6

Transportation - Personal Property Movement

ACOE TASK	Provide counseling to soldiers on shipment entitlements, preparation of shipping documents, scheduling of packing/pick-up date, and monitoring of household goods carrier's service.
CONDITION	Movement of household goods causes disruption to the soldier's work/training schedule and family life. Moving causes stress to soldiers and families.
ACOE STANDARD	The goal of the Personal Property Movement office is to coordinate the processing service (packing, pick-up, and delivery) to minimize the disruption for the soldier and his family. The staff should ensure the member receives clear, complete, and accurate counseling in a timely manner. Ensure members understand their responsibilities in the move. Provide practical guidance well in advance of the move. Disseminate information to soldiers on entitlement changes, peak season situations, location and hours of operation. Maximize the percentage of household good inspections, the number of reweighs and the number of carrier warehouse inspections. Provide technical and customer service training for all staff personnel. Solicit and act on customer feedback.

G-7. TRANSPORTATION – BUS/TAXI SERVICE

Transportation – Bus/Taxi Service

Table G-7

Transportation - Bus/Taxi Service

ACOE TASK	Provide a responsive and efficient transport system.
CONDITION	The installation master plan and the units' missions will affect the scope of the required bus/taxi system of the installation.
ACOE STANDARD	Provide transportation in support of organizational missions that is timely, safe, and courteous. Post schedules, provide handouts and printed information to increase user awareness. Assure quality control through vehicle cleanliness and serviceability. Accommodate users with appropriate schedules and hours of operation. Locate bus stops in convenient locations. Provide bus stop shelters to minimize personnel exposure to inclement weather. Service should meet published schedules. Monitor ridership trends and develop a customer feedback system.

G-8. TRANSPORTATION – TRANSPORTATION MOTOR POOL

Transportation – Transportation Motor Pool

Table G-8

Transportation – Transportation Motor Pool

ACOE TASK	Provide well-maintained, non-tactical vehicles, with and without drivers, to meet the command's and tenant activities' passenger and cargo movement needs.
CONDITION	The post physical layout and unit missions will affect the transportation motor pool requirements. Conversion to GSA leased vehicles is reducing the size of the installation fleet, but is generally increasing vehicle serviceability and availability.
ACOE STANDARD	Maximize user awareness of services and procedures for use. Provide clean, safe, serviceable vehicles and courteous, responsive customer service to meet the needs of the military community. Measure effectiveness by the availability of the vehicles, utilization rates and customer feedback.

G-9. SUPPLY

Supply.

Table G-9
Supply

ACOE TASK	Provide retail level supply support for the day-to-day installation operations.
CONDITION	The installation organization and functions will determine the scope of required supply support.
ACOE STANDARD	Provide the necessary supplies and equipment in time. Provide supply support to include the following: supply training programs, guides to supply operations, reconciliations, excess processing, and inventory accuracy functions. Maximize automation to ensure appropriate stockage, inventory, accountability, and expeditious processing. Supply activities should take special interest in tailoring their operations to their customers' needs. Indicators of excellence include: accessibility of facilities, hours of operation which consider the customers' unique requirements, timely receipt of requested supplies, low materiel denial rates, supply document reconciliations, and customer assistance visits. Develop a responsive customer feedback system.

G-10. MAINTENANCE

Maintenance.

Table G-10
Maintenance

ACOE TASK	Provide maintenance management support for the community.
CONDITION	Maintenance support in Army communities vary in scope.
ACOE STANDARD	Repair equipment necessary for the community to accomplish its mission. Provide maintenance support to include the following: maintenance training programs, guides to maintenance operations, work order reconciliations, maintenance float utilization, and backlog analysis. Ensure efficient internal operations; work in coordination with contracting and supply elements. Maintenance activities should make their operations meet their customers' needs. Indicators of excellence include: accessibility of facilities, adequacy of operating hours, high material readiness rates, expeditious turn-around time, and employee courtesy reflected in all customer relations. Conduct maintenance assistance visits, and develop a responsive customer feedback system.

G-11. ARMY ENERGY RESOURCES MANAGEMENT PLAN (ERMP)

Army Energy Resources Management Plan (ERMP).

Table G-11
Army Energy Resources Management Plan (ERMP)

ACOE TASK	The ERMP provides the methodology to reduce the Army's energy consumption. The focus of the program is to conserve with comfort and common sense while attacking energy waste.
CONDITION	Facilities consume 75% of Army's energy; mobility 25%. Of the \$1.3B annual energy budget, an estimated 20-30% is wasted. MACOM programs recognize installations that achieve excellent energy management. Several MACOMs have monetary awards which provide a source of funds that the community may use for OM projects.
ACOE STANDARD	Maintain comfort and common sense while implementing energy-saving opportunities. The goal includes designing and constructing buildings to use 10% less energy than similar buildings designed in FY 85. The energy consumed in existing buildings should be reduced by 8% by the end of FY 95 as compared with FY 85. Energy used for industrial processes is to be reduced by 10% on a BTU per productivity indicator basis, for example, the amount of BTUs consumed per bundle of laundry. Achieve a 5% increase in the use of conversion energy by FY 95. Reduce the consumption of motor gasoline by 5% as compared with FY 85 usage. Capture progress toward goals in Army DEIS Data System Report.
EXAMPLE	The bottom line is always comfort and common sense. Ensure the troops are comfortable in the barracks, but turn down the barracks' heat during the day and when they are in the field.

Appendix H

THE INSPECTOR GENERAL SERVICES

(Office of the Inspector General)

H-1. Inspector General Assistance

Inspector General Assistance.

Table H-1
Inspector General Assistance

ACOE TASK	Provide soldiers, civilians, family members, and retirees the opportunity to seek timely, fair, and accurate resolution of individual concerns by submitting Inspector General Action Requests (IGAR) on DA Form 1559-R.
CONDITION	Soldiers, civilians, family members, and retirees will be afforded the opportunity to submit IGARs IAW AR 20-1.
ACOE STANDARD	Inspector General Action Requests should be processed in a timely manner. All facts should be developed through an objective, thorough inquiry or investigation. A complete and accurate response should be provided to the individual who submitted the request. Corrective action should be recommended to the appropriate command or agency. Follow-up should be made to ensure resolution of the matter is accomplished.
EXAMPLE	Determine during soldier sensing sessions and discussions with commanders and leaders whether IGAR support is seen to be efficient and effective.

H-2. INSPECTOR GENERAL INSPECTIONS

Inspector General Inspections.

Table H-2
Inspector General Inspections

ACOE TASK	To identify, inspect, report, and follow up systemic problems which provide the highest payoff to the commander and his mission. This includes a systemic view of potential problem areas in processes and practices in installation services, programs, and management. Reports include analysis of root causes, recommendations for improvement and identification of proponents.
CONDITION	Inspections will be accomplished at all facility and service locations IAW the organizational inspection program or in response to perceived need.
ACOE STANDARD	IGs should have a program to identify systemic problems and prioritize special inspections for highest pay-offs; an inspection plan; a method to present findings and recommendations; and follow-up procedures. Inspections should support the installation commander's goals and mission requirements. An inspection report should be provided to the commander in a timely manner.
EXAMPLE	When developing their inspection program, IGs might want to refer to the Planning and Analysis "Primer" developed by Department of the Army IG (phone DSN 225-1511 for copy) to suggest a process to identify and select inspections. IGs should also refer to inspection issues, Army leaders' concerns, MACOM inspection schedules, and other feedback provided to commanders and IGs periodically in "The Inspector General Information Bulletin." Liaison should also be maintained with local Internal Review personnel and other staff offices who routinely perform inspection, audit, and evaluation activities. All of these sources should be analyzed for trend data to determine high payoff inspection issues.

H-3. ACCESS TO IG ASSISTANCE SERVICES

Access to IG Assistance Services.

Table H-3

Access to IG Assistance Services

ACOE TASK	Provide soldiers, civilians, family members, and retirees efficient and appropriate access to IG assistance services.
CONDITION	Information concerning IG access procedures, name, phone number, location, and hours of operation may not be readily available to the serviced population.
ACOE STANDARD	Notices describing IG access procedures, etc. will be placed on bulletin boards or in other prominent locations at all Army activities IAW AR 20-1. Other command and community information channels should also be used.
EXAMPLE	All soldiers, DA civilians, etc. need to know IG access information. AR 20-1 provides examples of notices for both soldiers and civilian personnel. Information notices could be placed in division, battalion, and company areas, AAFES, PX, recreation, and library facilities, and civilian offices. IGs could also use command newsletters, TV stations, etc. IG office buildings should be identified by a prominent sign and shown on the post locator.

H-4. IG OFFICE APPEARANCE AND LAY OUT

IG Office Appearance and Lay Out.

Table H-4

IG Office Appearance and Lay Out

ACOE TASK	Provide professional looking, functional Inspector General Office.
CONDITION	IG offices vary greatly in their appearance and physical condition. Offices are not always configured in a way conducive to the privacy often required in the IG/client relationship.
ACOE STANDARD	Design the IG office in accordance with the interior design guide so that it provides the required privacy between IG and client and the overall appearance is functional and appealing throughout.
EXAMPLE	Even if office space availability precludes all IGs from having private office space, private areas must be available for IG/client discussions. To establish a professional appearing office environment, consult the installation interior design guide to coordinate colors and materials and create a functional lay out. Parking should be adequate and attention should be paid to building exterior and grounds appearance.

Appendix I

INFORMATION SYSTEMS SERVICES

(Office of Director of Information Systems for Command, Control, Communications, and Computers)

I-1. INFORMATION CENTERS

Information Centers.

Table I-1
Information Centers

ACOE TASK	Establish information centers at all installations.
CONDITION	The size of these centers may vary depending on the types of units serviced, the requirements of the individual installations, and resource constraints.
ACOE STANDARD	Provide user and functional area organizational support for automation on the installation and as resources permit, expand one stop information center services to include all Information Mission Area (IMA) disciplines which support the installation.
EXAMPLE	A one stop information center for all customers who are supported by the Director of Information Management (DOIM), furnishing guidance and assistance in utilization of information resources; furnishing answers to questions involving automation, communications, records management, publications and printing, visual information; assist in systems analysis and design; demonstrate new equipment and service in the IMA. Center can consist of a few people in the DOIM office or may be a large formal organization depending on the customers serviced and the requirements of the individual installation. Some installations have had success with a single automated work order desk for software, hardware, telephone repair and visual information requirements. The single station concept is less confusing to the customer and provides a one-stop information source.

I-2. INFORMATION MANAGEMENT SUPPORT COUNCILS

Information Management Support Councils.

Table I-2
Information Management Support Councils

ACOE TASK	Establish Information Management Support Councils.
CONDITION	Information management can be confusing and disjointed with numerous diverse organizations involved.
ACOE STANDARD	Establish councils that represent all organizations supported by the DOIM and information centers.
EXAMPLE	Commanders establish the councils representing all organizations, hosts and tenant, on and off post, that require Information Mission Area Support from the DOIM and information centers. Councils oversee the requirements, establish priorities for the support based on local and higher headquarters priorities and resource constraints, and address and make recommendations on all facets of IMA support. A vehicle for providing information to all elements supported and to communicate good ideas and bad problems within the installations and between installations and commands.

I-3. PERSONAL COMPUTERS

Personal Computers.

Table I-3
Personal Computers

ACOE TASK	Provide common use personal computers for the community.
CONDITION	This task is dependent upon the type of personnel, requirements, and resource constraints.
ACOE STANDARD	Place common use computers in easily accessible locations.
EXAMPLE	One installation has provided personal computers in the post library, to be used by military, civilians, and dependents for their self-training. Others have provided computers in the information center for training as well as use by on-post personnel to convert files.

I-4. OVERSEAS TELEPHONE SERVICE

Overseas Telephone Service.

Table I-4
Overseas Telephone Service

ACOE TASK	Improve telephone service access to USA for soldiers stationed overseas.
CONDITION	Direct dial phones are not available to all OCONUS soldiers. This is subject to Status of Forces agreements or other separate negotiations with host country.
ACOE STANDARD	Provide soldiers access to public telephones with direct dial access to CONUS.
EXAMPLE	One overseas command has direct dial phones in the barracks. Other areas may find it more convenient to place the phones in a central location on post.

I-5. COMMUNICATIONS NETWORKS

Communications Networks.

Table I-5
Communications Networks

ACOE TASK	Establish and utilize communications networks for transmission of information locally and Army wide.
CONDITION	Some limited and out-dated networks presently exist. Updating of these and establishment of new networks is subject to priorities of Army, MACOMS, and installations; and is subject to resource constraints. Use of networks should be expanded.
ACOE STANDARD	Establish useable communications networks that are user friendly and dependable.
EXAMPLE	Use the networks to determine health, morale, and welfare information for military personnel transferring; to determine availability of medical facilities, etc. for the treatment of dependents and exceptional family members at other Army installations. Use the networks for the introduction and transmission of common personal data to facilitate quicker processing, making the data available to all on the networks, thereby eliminating repetitive introduction of the same data. Reduce or eliminate mail and messenger service by transmitting electronically.

I-6. INSTALLATION SUPPORT MODULES

Installation Support Modules.

Table I-6

Installation Support Modules

ACOE TASK	Implement Installation Support Modules (ISMs).
CONDITION	ISMs are being developed at HQDA as a standard system for use at all installations, in coordination with MACOMs and installations. Implementation schedule is dependent upon completion of various parts of the system and upon availability of resources to support this at the installation level.
ACOE STANDARD	Aggressively pursue the installation of ISM during the development stages.
EXAMPLE	Some modules are presently being used at the installation level, especially in the resource management and personnel areas. Objective of ISMs is to provide a shared and integrated information base across functional areas. ISMs will improve the day-to-day installation operations, reduce time spent on redundant data entry, and interface with tactical and strategic automation platforms.

I-7. PUBLICATIONS DISTRIBUTION

Publications Distribution.

Table I-7

Publications Distribution

ACOE TASK	Improve publications distribution.
CONDITION	More efficient publications distribution is being addressed at HQDA and Publications Depot. It must be addressed concurrently at all levels to become most effective and efficient.
ACOE STANDARD	Establish attainable goals to reduce the distribution time for publications and bland forms to all levels that require these documents. Meet or exceed the goals.
EXAMPLE	Publication Depots have reduced the response time for requisitions. All levels can reduce the distribution time by using the latest publication and distribution methods. Make use of desktop publishing, electronic transfer, computer output microform, local reproduction, etc. Use of automation and communication networks can reduce the response time considerably.

Appendix J PERSONNEL SECURITY SERVICES

(Office of the Deputy Chief of Staff for Intelligence).

J-1. PERSONNEL SECURITY

Personnel Security.

Table J-1
Personnel Security

ACOE TASK	Provide personnel security program assistance by the installation security office.
CONDITION	Degree of familiarity with personnel security procedures and/or forms varies greatly. Installation personnel frequently require guidance in completing forms or complying with procedures.
ACOE STANDARD	Prepare and distribute guidance to installation personnel. Guidance should be clear, and explain the step-by-step process to complete the form(s) or accomplish the desired action.

J-2. SECURITY PROCEDURES TRAINING

Security Procedures Training.

Table J-2
Security Procedures Training

ACOE TASK	Provide educational briefings/documentation on security policies and procedures for the protection of classified information.
CONDITION	Security violations and/or compromises of classified information result from a lack of familiarity with security policies and procedures due to mistakes in handling, marking securing classified material.
ACOE STANDARD	Provide a structured, continuing security awareness and training program which includes the principles of information, industrial, ADP, and personnel security and related disciplines.

J-3. QUALITY WORKPLACE

Quality Workplace.

Table J-3
Quality Workplace

ACOE TASK	Provide a professional looking, customer oriented security office and workforce.
CONDITION	Security office personnel continually deal with installation personnel, visitors and the public on a personal, as well as telephonic, basis. Personnel frequently visit the security office for meetings, discussions, completion of forms, and similar actions.
ACOE STANDARD	The physical layout and appearance of the security office is conducive to professional interaction with customers. The security staff is customer oriented, providing prompt, courteous and accurate service.

Appendix K

CONTRACTING SERVICES

(U.S. Army Contracting Agency).

K-1. ADVANCE ACQUISITION PLANNING

Advance Acquisition Planning.

Table K-1
Advance Acquisition Planning

ACOE TASK	Establish a viable Advance Acquisition Planning (AAP) program.
CONDITION	The lack of an AAP negatively impacts the mission and readiness of the installation and the effective application of resources, (personnel, dollars, time, etc.).
ACOE STANDARD	Establish and execute a viable AAP under Command direction, with full participation of all requiring activities and the contracting organization. The plan must be user friendly.

K-2. CONTRACT ADMINISTRATION

Contract Administration.

Table K-2
Contract Administration

ACOE TASK	Ensure timely comprehensive Contract Administration.
CONDITION	The lack of adequate contract administration negatively impacts the quality and timeliness of the supplies and services procured and degrades readiness and the quality of life.
ACOE STANDARD	Apply emphasis to the contract administration function to ensure that supplies and services contracted for are received in the quality and quantity specified as scheduled. Define timely at the local level and adhere to the standard.

Appendix L

POST EXCHANGE SERVICES

(Army and Air Force Exchange Services)

L-1. OVERALL FACILITY STRATEGY

As we accept the challenge of new business requirements and shrinking appropriated funds support, we must continue to use AAFES funds wisely, while providing facilities that meet customer expectations in relation to proven commercial concepts. We will continue to find ways to construct and renovate facilities more quickly and less expensively by using new building techniques and materials. Most important, we will spend the money we have effectively and efficiently through unified, sound business management practices to ensure we achieve service excellence. Finally, we recognize that customer service skills training is important as is the timely and continuous recognition of dedicated employees.

L-2. COMMUNICATION

Communication.

Table L-2
Communication

ACOE TASK	Require excellent communication between the community commander, his staff and the AAFES management.
CONDITION	Needs of a community can only be addressed if open communication exists between servicing facilities and the community managers.
ACOE STANDARD	Community commanders must provide the forum for good communications between AAFES managers and the community staff.
EXAMPLE	Community commander involves the AAFES manager in community activities such as installation staff meetings (where appropriate), community mayors meetings as well as community social events.

L-3. MAIN POST EXCHANGE

Main Post Exchange.

Table L-3
Main Post Exchange

ACOE TASK	Provide state of the art facilities to meet the shopping needs of customers.
CONDITION	A wide range of customers (active, retired, and reserve military and their families) patronize the Main Post Exchange (PX).
ACOE STANDARD	Provide state of the art facilities that are energy/labor-efficient, making the shopping experience enjoyable. Automate to maximize in-stock merchandise, reasonable prices, acceptable level of accountability, and patron convenience. Accommodate customer needs with courtesy and convenient hours of operation.
EXAMPLE	Provide facilities that reflect the outward appearance approved in the Installation Design Guide.

L-4. SHOPPETTE

Shoppette.

Table L-4
Shoppette

ACOE TASK	Provide a facility that will maximize the ability to stock the convenience items that customers desire without patronizing the main PX.
CONDITION	Shoppettes operate at various locations on an installation and are patronized by the entire military community.
ACOE STANDARD	Provide the convenience-type merchandise that is cost-competitive and at a location that is easily accessible during hours when primary shopping outlets are closed. Establish measurements at the local levels.

L-5. TROOP STORES

Troop Stores.

Table L-5
Troop Stores

ACOE TASK	Provide retail, food, and personal service activities in a single facility convenient to troop barracks areas and geared to the needs of those served.
CONDITION	Troop stores are sometimes not conveniently located in troop billeting areas with the single soldier in mind.
ACOE STANDARD	Provide merchandise, quality food service, and limited personal services at a location that considers the limitations and needs of the single enlisted service member.

L-6. ARMY MILITARY CLOTHING SALES STORE (AAFES MANAGED)

Army Military Clothing Sales Store (AAFES Managed).

Table L-6
Army Military Clothing Sales Store (AAFES Managed)

ACOE TASK	Provide service members an outlet to obtain personal, authorized, or optional military clothing items. Provide free alterations to enlisted service members. Other services provided are: completion of initial/supplemental allowances, gratuitous issues.
CONDITION	Army Military Clothing Sales Stores (AMCSS) managed by AAFES operates to meet the clothing needs of the soldiers. Stockage varies.
ACOE STANDARD	Ensure each service member is provided required clothing items by maintaining sufficient stocks on hand. Special ordering of items from other sources will be used when out of stock. Provide courteous, efficient, thorough assistance to soldiers. Provide information concerning proper care of uniform items. Ensure uniforms and footwear fit service members appropriately. Provide alterations to uniforms within regulatory requirements.

L-7. CLASS SIX STORE

Class Six Store.

Table L-7
Class Six Store

ACOE TASK	Provide a merchandise stock assortment in response to local demand in a facility at a location convenient to the customer.
CONDITION	A wide range of service members and their families patronize Class Six stores. Stockage varies.
ACOE STANDARD	Provide state-of-the-art facilities that are energy/labor efficient. Assure the desires of the service member are met through proper choice of merchandise and that the merchandise is sold competitively in an environment comparable to commercial facilities.

L-8. FOOD SERVICES

Food Services.

Table L-8
Food Services

ACOE TASK	Provide a variety and level of service that is in demand by the customer.
CONDITION	Fast-food stores and restaurant-type facilities are patronized by the entire military community. Attention to standards vary.
ACOE STANDARD	Develop and implement new restaurant programs. Maintain the current high level of service and sanitation. Assure all facilities provide quality food, courteous and speedy service, and high customer acceptance of food facility interiors. Provide quality food and service in an environment comparable to commercial facilities.

L-9. PERSONAL SERVICES

Personal Services.

Table L-9
Personal Services

ACOE TASK	Provide capability for the service member to patronize personal services, i.e. Barber Shop, Beauty Shop, Laundry/Dry Cleaning Pick-Up Point, Flower Shop, Optical Shop, etc., which will satisfy the individual's needs.
CONDITION	Personal service facilities vary in location.
ACOE STANDARD	Provide quality personal services outlets to the service member that is timely and, at a minimum, cost competitive with commercial services available in the community area.

L-10. AUTOMOTIVE SERVICES

Automotive Services.

Table L-10
Automotive Services

ACOE TASK	Provide automotive repair and maintenance service and gasoline dispensing that is timely and of quality.
CONDITION	Automotive services patronized by active, retired, and reserve military and their families vary.
ACOE STANDARD	Provide facilities that are conveniently located on the installation to maximize service members' use and minimize inconvenience, and provide the services/products at a competitive cost with commercial operations off-post.

L-11. CUSTOMER SERVICES

Customer Services.

Table L-11
Customer Services

ACOE TASK	Provide quality customer service, period.
CONDITION	Quality of service is a function of the amount of emphasis put into the program. The level of customer service varies.
ACOE STANDARD	Provide training to employees on customer service skills. Reward employees who consistently provide quality customer service. Provide services that meets the standards developed for the Installation Customer Service Plan and by the commander of AAFES. Establish a viable customer feedback program. Customer services include a well stocked store and courteous employees who actively assist shoppers. Customer service includes a well stocked store, an energetic re-stocking system, and all times correctly priced. Specific quantifiable measurements need to be applied at the local level.

Appendix M

CIVILIAN AND MILITARY RELATIONS

M-1. Civilian And Military Relations

Civilian and Military Relations.

Table M-1
Civilian and Military Relations

ACOE TASK	Maintain good relations between the installation and the nearby communities.
CONDITION	Poor military/civilian relations result in problems that reflect poorly on the Army's image and can adversely affect community appreciation of soldiers.
ACOE STANDARD	Establish a definitive plan for total community to community interface which incorporates all applicable functional leaders on the installation.
EXAMPLE	A sharing of resources between the civilian and military sector can be beneficial to both. Thought should be given to mutual support agreements in such areas as firefighting support, sewage/refuse removal, and recreation activities. Military representation on local planning councils can be rewarding. Encourage military speakers at local community functions. Constant communications can reduce problems.

M-2. Title not used

Paragraph not used.

Appendix N

FACILITIES ENGINEERING AND HOUSING SERVICES

(Office of the Chief of Engineers).

Section I

ACOE STANDARDS FOR AN EXCELLENT SERVICE ORIENTED ORGANIZATION

N-1. FACILITIES AND HOUSING.

The ACOE standards provided in this appendix were developed for each of the major functions performed by an Installation Directorate, Engineering and Housing/Facilities Engineer (DEH/FE) organization. They are not all inclusive but are intended to be a starting point for the creation of an excellent service oriented organization. The functions addressed are as follows:

General (N-4)
Facility Maintenance and Repair (N-5)
Utility Operations (N-6)
Refuse Collection (N-7)
Fire Protection (N-8)
Master Planning (N-9)
Space Management (N-10)
Work Management (N-11)
Project Management (N-12)
Natural and Cultural Resource Management (N-13)
Family Housing Operations (N-14)
Housing Referral (N-15)
Billeting Operations (N-16)
Contract Management (N-17)
Supply Management (N-18)

N-2. Each DEH/FE should build on these standards

Each DEH/FE should build on these standards, attempt to exceed them and identify additional standards for each function performed by your unique organization. There is no limit to the number of standards established. However, each standard should be based on providing excellent customer service and should be developed jointly with customer and DEH/FE representatives.

N-3. ACOE Program has identified useful guides

In addition to establishing service excellence standards, the ACOE Program has identified the Installation Design Guide (IDG) and use of the Expanded Self-Help Resource as vital elements in achieving community excellence. Sections II and III provide implementation guidance for use in developing IDGs and MACOM Expanded Self-Help Programs.

N-4. GENERAL

a. Personnel Evaluation.

Table N-4A
Personnel Evaluation

ACOE TASK	Perform DEH/FE work in accordance with accepted trade standards for the activities performed.
CONDITION	Inefficient operation will occur when RPMA activities are not accomplished in accordance with accepted performance standards established for the individual trades and tasks.
ACOE STANDARD	Evaluate the performance of all DEH/FE personnel based on accepted timeliness standards for the individual tasks performed.

b. Timeliness.

Table N-4B
Timeliness

ACOE TASK	Provide timely DEH/FE services.
CONDITION	At many installations there are opportunities to improve timely customer services by DEH/FE personnel.
ACOE STANDARD	Establish a review and analysis system that will track organizational performance in achieving timeliness goals. Specific, measurable timetables should be developed at the community level.

c. Courtesy.

Table N-4C
Courtesy

ACOE TASK	Perform DEH/FE functional services with a friendly helpful attitude.
CONDITION	At all installations there are numerous opportunities to enhance performance of services in a courteous manner.
ACOE STANDARD	Establish measurable standards by which the performance of all DEH/FE personnel is evaluated based on performance of services in a courteous manner.

d. Cost-Effective Management.

Table N-4D
Cost-Effective Management

ACOE TASK	Accomplish DEH/FE services to a level of service consistent with prudent cost-effective management of federal funds.
CONDITION	At many installations there are opportunities to ensure that prudent stewardship in the delivery of engineer and housing services is accomplished.
ACOE STANDARD	Establish a review and an analysis system that will track organizational performance in achieving cost effectiveness goals.

N-5. FACILITY MAINTENANCE AND REPAIR

a. Real Property Maintenance.

Table N-5A
Real Property Maintenance

ACOE TASK	Plan and program resources to accomplish required Real Property Maintenance and Repair work.
CONDITION	In many instances adequate planning is not performed to program sufficient funding to meet the installation's RPMA requirements.
ACOE STANDARD	Ensure that all elements within the DEH/FE prepare an Annual Work Plan for their functional area based on realistic projections of needs. This plan should be presented and approved by the installation commander.

b. Scheduled Work.

Table N-5B
Scheduled Work

ACOE TASK	Ensure that scheduled maintenance work is accomplished in a thorough and professional manner.
CONDITION	In many instances repair personnel are unable to respond to unforeseen site conditions that are outside their specific trade, resulting in a delay in the completion of a requested repair.
ACOE STANDARD	Establish a procedure by which unexpected site conditions can be accommodated by repair personnel and design a method of measuring the standards.
EXAMPLE	Provide portable communication equipment to repair personnel for requesting assistance in completing all job site repairs. Service order personnel will verify that the repaired system is performing to specified operational standards, and will notify the Work Order Desk of any additional work that is required.

c. Cyclic Maintenance and Repair.

Table N-5C
Cyclic Maintenance and Repair

ACOE TASK	Ensure that facilities are kept in an excellent state of repair.
CONDITION	In many instances Preventive Maintenance (PM) personnel are diverted from cyclic maintenance and repair of installation facilities disrupting PM schedules and resulting in a decreased state of repair and deterioration of facilities.
ACOE STANDARD	Develop and implement a plan to perform required cyclic maintenance and repair of all facilities. Design standards for success that are measurable.

d. Customer Feedback.

Table N-5D
Customer Feedback

ACOE TASK	Ensure that customer feedback is incorporated into the closeout of completed repair work.
CONDITION	In many instances the individual requesting repair work is not available at the job site upon completion of the work and someone else, who is unfamiliar with the request, accepts the work as complete, without coordinating with the requester. This can result in an incomplete job.
ACOE STANDARD	Ensure that the initiator of a repair request will be contacted prior to closeout of a repair job and measure the results.
EXAMPLE	Contact the initiator of a repair request within two days of completion of the repair to ensure that the customer is satisfied with the work and determine if any additional service is required or to schedule back ordered work. Develop a database that is used to analyze the performance of maintenance and repair service.

e. Voluntary Labor.

Table N-5E
Voluntary Labor

ACOE TASK	Use the voluntary labor of personnel at installations to assist in the completion of maintenance and repair projects.
CONDITION	Many installations do not use the self-help resource to its maximum potential.
ACOE STANDARD	Embed Expanded Self-Help in the installation's facilities strategy. Quality control the work and measure the results.
EXAMPLE	Provide building occupants the opportunity to participate in landscape enhancement projects through self-help. Establish an after hours self-help material pick-up schedule. If possible deliver the materials. During energy awareness week, or at other appropriate times, arrange seminars on self-help energy saving projects. Publicize and give recognition to the doers.

f. Ground Covering and Plantings.

Table N-5F
Ground Covering and Plantings

ACOE TASK	Maintain ground cover and plantings for environmental protection and aesthetic quality.
CONDITION	At some installations lack of proper grounds maintenance has resulted in erosion or overgrown, unattractive, unhealthy and functionally inferior landscaping plantings.
ACOE STANDARD	Approve landscape plantings and ground cover that meet the installation design guide criteria. Encourage units and community organization adoption of landscaped areas.
EXAMPLE	Develop and utilize the Landscape Development Plan component of the installation master plan. Develop a regular schedule for mowing, fertilizing and weed control of improved lawns. Provide expertise and equipment to organizations/units adopting landscaped areas.

g. Infrastructure.

Table N-5G
Infrastructure

ACOE TASK	Ensure that the Real Property maintenance program integrates the maintenance and repair of the installation's infrastructure systems.
CONDITION	At many installations buildings are repaired and maintained at high levels of service, however, the electrical, road, water and sewerage systems are inadequate to support the mission. This is due to the lack of visibility of these critical systems.
ACOE STANDARD	Ensure that infrastructure maintenance requirements are identified in the DEH/DFE Annual Work Plan. These requirements should be a priority initiative for the installation.

N-6. UTILITY OPERATIONS

a. Utility Service.

Table N-6A
Utility Service

ACOE TASK	Provide continuous utilities operations for essential installation utility systems.
CONDITION	Scheduled and unscheduled outages of utility systems disrupt the operations of the installation, resulting in lost man-hours and productivity of the workforce.
ACOE STANDARD	Identify operational procedures and maintenance programs necessary to minimize the disruption of installation utility systems. Establish measurable standards to monitor progress.
EXAMPLE	Develop emergency plans to minimize effects of unscheduled outages of utility systems. Building occupants will be notified four days prior to any major, scheduled service interruptions and two days prior to any interruption not anticipated to last longer than four hours. Response to unscheduled interruption of utilities will be according to the following: Emergency (Life threatening) - immediately, Health and Safety - one hour, All other - four hours. Notify community leadership of what the process is and anticipated repair time. Verification of completion of service work on utility systems will be accomplished as follows: Emergency - within three hours with follow-up within 24 hours, Health/Safety - within 12 hours, All others - within 48 hours. Notify customers in writing of results of quality inspections, outlining any anticipated future work. Develop a 5 year plan for restoration/upgrade of inadequate systems.

b. Infrastructure.

Table N-6B
Infrastructure.

ACOE TASK	Installations need to ensure that infrastructure systems are operated such that time is allocated for system maintenance.
CONDITION	Components of a utility system operate normally at full capacity. Deterioration occurs because of excessive wear and tear. If systems are allocated time for preventive maintenance, the rate of deterioration would reduce.
ACOE STANDARD	Establish operational procedures for infrastructure systems such that down time is allocated for preventive maintenance.

N-7. REFUSE COLLECTION

Refuse Collection.

Table N-7
Refuse Collection

ACOE TASK	Provide proper and uninterrupted refuse collection service.
CONDITION	Refuse collection services are sometimes interrupted due to labor strikes or disputes and other unforeseen work stoppages. Collector spillage is adverse in appearance and sanitation.
ACOE STANDARD	Develop and maintain a contingency plan to accomplish refuse collection for unprogrammed interruptions. Develop standards to avoid accidental and unforeseen spillage. Police spillage immediately.

N-8. FIRE PROTECTION

Fire Protection.

Table N-8
Fire Protection

ACOE TASK	Prevent injury or loss of life and protect government property from fire.
CONDITION	At some installations the safety of personnel and the protection of facilities from fire damage is compromised because of an insufficient number of qualified fire fighters, equipped with fire fighting equipment that is at a high state of repair and meets the unique needs of the installation.
ACOE STANDARD	Develop training and equipment management programs that ensure the competency of all assigned fire fighters and fire inspectors and adequacy of fire fighting equipment.

N-9. MASTER PLANNING

a. Construction Projects.

Table N-9A
Construction Projects

ACOE TASK	Ensure that construction projects are properly scoped and cited.
CONDITION	Many construction projects including major rehabilitation and repair or change of used projects, are developed outside the master planning process, resulting in inaccurately sized and/or poorly sited facilities. These constitute lasting and negative images, impede traffic flow and are an inexcusable waste of resources.
ACOE STANDARD	Establish measurements that ensure that all installation construction projects will be included on the MACOM approved master plan prior to commencement of project design. Construction projects should adhere to provisions of the Installation Design Guide.
EXAMPLE	Establish a procedure whereby all appropriate work requests are processed through the master planning office to determine compliance with the installation's approved master plan. Projects not in conformance with the plan will be analyzed and if justified will be incorporated into the comprehensive master plan in accordance with AR 210-20.

b. Mission Requirements.

Table N-9B
Mission Requirements

ACOE TASK	Ensure that the master plan accurately reflects the installation's mission requirements.
CONDITION	At many installations the master plan is based on outdated ASIP data and does not reflect the installation's current population and missions or identify the facilities required to support the assigned personnel for the 20 year planning period.
ACOE STANDARD	Establish standards that ensure that the installation master plan will be kept current with the installation's latest ASIP and include all components required to identify the installation's requirements to support the assigned missions.
EXAMPLE	Review the master plan annually to ensure that all facility requirements are included in the plan and submit revisions to the MACOM for approval.

N-10. SPACE MANAGEMENT

a. Assigning Space.

Table N-10A
Assigning Space

ACOE TASK	Assign facility space on an equitable basis within the priorities of the installation.
CONDITION	Space is a limited resource at most installations. In many instances space is perceived as being assigned without consideration of the overall priorities of the installation.
ACOE STANDARD	Establish a space allocation process that is based on installation priorities and ensures effective use of space in consonance with the approved installation master plan. Ensure that various activity leadership understand the process.
EXAMPLE	Use the Installation Planning Board to establish priorities for all major space assignments based on the approved installation master plan.

b. Consolidated Facilities.

Table N-10B
Consolidated Facilities

ACOE TASK	Promote collocation of installation activities into consolidated facilities.
CONDITION.	Activities are often located in dispersed, underutilized facilities. These dispersed facilities are expensive to operate and maintain. Dispersed facilities are also inconvenient for customers.
ACOE STANDARD	Establish and implement a space management plan for the collocation of activities in consolidated facilities.

c. Temporary Facilities.

Table N-10C
Temporary Facilities

ACOE TASK	Promote the demolition of WWII temporary facilities.
CONDITION.	Many installation activities are located in dispersed, antiquated WWII temporary facilities. These buildings are typically expensive to maintain, inflexible and uncomfortable for occupants and customers. In general, they portray an unfavorable, image of the Army.
ACOE STANDARD	Establish and implement a space management plan for the demolition of WWII temporary facilities. The plan should use the installation master plan to establish a strategy for activity relocation and facility consolidation.

N-11. WORK MANAGEMENT

a. Required Maintenance and Repair Work.

Table N-11A

Required Maintenance and Repair Work

ACOE TASK	Accomplish required maintenance and repair in accordance with installation commanders guidance.
CONDITION	Often the installation commander approved Annual Work Plan is not used by the DEH/FE to guide the organization's work effort for the fiscal year.
ACOE STANDARD	Require that all maintenance and repair work approved for execution during the fiscal year is identified on the approved Annual Work Plan.

b. Process Job Orders and Service Orders.

Table N-11B

Process Job Orders and Service Orders

ACOE TASK	Process individual job orders (IJO) and service orders (SO) into the DEH/FE work management system in a timely manner.
CONDITION	Often after a request for work is submitted to the DEH/FE, the customer does not know for some time if the work has been approved, or when it will be executed. This results in customer confusion and frustration.
ACOE STANDARD	Assign all SOs a priority in accordance with an established realistic response time, at the time a work request is received. For IJOs, make an assessment within a specified period of time based on quarterly prioritized project lists submitted by requesters. Keep the customer informed.

c. Provide Status Report to Customers.

Table N-11C

Provide Status Report to Customers

ACOE TASK	Provide the customer with feedback on the status of major maintenance, repair and construction projects.
CONDITION	A lack of information regarding the execution of facility work adversely impacts on the mission, working conditions and/or living environment.
ACOE STANDARD	On a periodic basis, provide an estimated start and/or completion date for financed Annual Work Plan individual job orders.
EXAMPLE	Schedule quarterly installation project review boards. Indicate current work status on the Annual Work Plan project listing and update on a periodic basis.

d. Customer Communication and Feedback.

Table N-11D
Customer Communication and Feedback

ACOE TASK	Provide a means of two-way communication and feedback with all customers on a continuous basis.
CONDITION	Many customers do not understand the DEH/FE work management system and often have problems which they cannot get resolved. This situation is often compounded by the unfamiliarity of recent installation arrivals with their DEH/FE organization.
ACOE STANDARD	Establish a customer relations program to educate the community and facility managers on DEH/FE matters in addition to providing them with a central customer coordination point.
EXAMPLE	Staff and train a customer relations representative to coordinate a DEH/FE customer relations program. Schedule and conduct "customer calls" to unit commanders, agency directors and USAR facilities managers on a periodic basis.

N-12. PROJECT MANAGEMENT

a. Customer Input.

Table N-12A
Customer Input

ACOE TASK	Under provisions of the Installation Design Guide, design and build construction projects, regardless of funding source, that meet customer requirements.
CONDITION	Many construction projects do not fully satisfy the facility requirements of future project users.
ACOE STANDARD	Project managers will ensure that project users are included in each stage of the design/ construction process, including scope development, pre-design conferences, concept and final design review, pre-construction conferences and project acceptance inspections.

b. Project design.

Table N-12B
Project design

ACOE TASK	Ensure that construction projects are designed in accordance with Installation Design Guide (IDG).
CONDITION	Although many installations have IDGs and utilize them in setting standards for major construction projects, a significant number of major and minor projects may not comply with the guide.
ACOE STANDARD	Ensure that all major and minor construction projects (including M & R projects) regardless of means of execution (in-house, contract or Expanded Self-Help) are designed in accordance with the IDG. The IDG must become a well-used "living document". Community leadership and staff directorates should have an IDG.

c. As-built Data Collection.

Table N-12C
As-built Data Collection

ACOE TASK	Ensure that as-built data is gathered at the completion of all construction projects.
CONDITION	Upon completion of many construction projects, as-built data is not prepared, is not complete or when prepared, it is often improperly managed, resulting in loss of this valuable data.
ACOE STANDARD	Establish standards that ensure that all construction projects include a requirement to prepare and submit as-built data in accordance with an established management procedure.
EXAMPLE	Upon completion of a MCA project, the District Engineer should obtain all as-built data from the construction contractor, review it to ensure that it is complete and accurate and forward it to the designated installation representative along with the transfer documentation.

d. Design Process.

Table N-12D
Design Process

ACOE TASK	Ensure involvement of “users” in the design process of Army Family Housing bathroom and kitchen renovation projects.
CONDITION	Many projects are designed and completed without consultation with family housing occupants. This often results in less functional designs that do not meet the occupants’ needs.
ACOE STANDARD	Develop a system that encourages the participation of “users” in all renovation projects.
EXAMPLE	Invite “users” to participate with design professionals to ensure inclusion of their functional recommendations.

e. Infrastructure.

Table N-12E
Infrastructure

ACOE TASK	Installations need to ensure that infrastructure requirements are integrated in the design of construction projects.
CONDITION	Many times projects are designed to meet a narrow mission requirement. They do not integrate the infrastructure requirements associated with the project.
ACOE STANDARD	Installations must ensure that projects are designed to integrate not only specific mission requirements, but also infrastructure needs.

N-13. NATURAL AND CULTURAL RESOURCES MANAGEMENT

a. Fish and Wildlife.

Table N-13A
Fish and Wildlife

ACOE TASK	Coordinate installation fish and wildlife related management procedures with appropriate state and federal agencies and the installation Provost Marshal.
CONDITION	Many installation fish and wildlife programs are undertaken without proper coordination with state and federal agencies.
ACOE STANDARD	Negotiate a cooperative agreement with state and federal fish and wildlife agencies on development and execution of a comprehensive fish and wildlife management program.

b. Natural Resources.

Table N-13B
Natural Resources

ACOE TASK	Protect the installation's natural resources from damage by operational and construction activities.
CONDITION	The natural resources on an installation exist in a delicate balance between mission and environmental requirements and are subject to destruction without proper management adversely impacting the installation's mission.
ACOE STANDARD	Preserve the natural resources of the installation while maintaining mission readiness.
EXAMPLE	Develop a Natural Resources/Land Management policy (i.e. containing General, Land, Forest, Fish & Wildlife, and Outdoor Recreation segments) that includes such general background information as soil types, climatic conditions, vegetative management principles and include as a component of the installation master plan. Ensure tactical commanders understand the policy.

c. Pest Control/Pesticide Usage.

Table N-13C
Pest Control/Pesticide Usage

ACOE TASK	Control pest which damage property, present a health risk and are a nuisance while avoiding detrimental impact of toxic chemicals.
CONDITION	At some installations over use of pesticides to control pests has become an environmental and health hazard.
ACOE STANDARD	Establish standards which manage pests to an acceptable level using the most environmentally safe and effective method available.
EXAMPLE	Practice integrated pest management as a method to avoid the use of toxic pesticides. Encourage pest management personnel to prepare work orders for correction of structural conditions that encourage pest feeding, watering, entry or harborage. Include time in pest management tasks to properly rinse and dispose of pesticide containers. Assure that adequately trained personnel serve as Quality Assurance inspectors for contracted pest control service.

d. Historic and Cultural Resources.

Table N-13D
Historic and Cultural Resources

ACOE TASK	Maintain and protect historic and cultural resources.
CONDITION	Many installations have significant historic and cultural resources which are threatened by the installation's mission.
ACOE STANDARD	Provide for economical and effective preservation of historic resources found on installations.
EXAMPLE	Inventory historic resources and develop procedures for their management. Develop education programs to increase awareness of historic/cultural resources and requirements for protection.

e. Maintain Natural Resources.

Table N-13E
Maintain Natural Resources

ACOE TASK	Maintain natural resources for protection of the environment, support of the installation mission, and enjoyment and use by the public.
CONDITION	In some instances, because of improper use, management and/or maintenance, installation land has deteriorated resulting in it becoming incapable of meeting the various land use requirements and adversely affect environmental quality.
ACOE STANDARD	Maintain land in the condition required to meet mission requirements, environmental protection and the needs of the public.
EXAMPLE	Initiate land condition trend analysis inventory procedures on all lands. Implement the Integrated Training Area Management Program on all training and maneuver areas.

N-14. FAMILY HOUSING OPERATIONS

a. Waiting List.

Table N-14A
Waiting List

ACOE TASK	Housing is an emotional issue and must be absolutely fair in administration. Provide free access to accurate Army Family Housing (AFH) waiting lists.
CONDITION	At many installations, AFH lists are accessible only during normal duty hours. Some have not been updated. This creates an inconvenience to the soldier and family members.
ACOE STANDARD	Develop a system that provides for access to accurate AFH waiting lists at all times.
EXAMPLE	Post waiting lists in public areas such as the Central Billeting Desk, the post exchange, commissary etc.

b. Community Activities.

Table N-14B
Community Activities

ACOE TASK	Encourage AFH resident involvement in their communities' activities.
CONDITION	Many installations do not have a pro-active program for family housing occupants to involve them in the activities that affect the environment in which they live.
ACOE STANDARD	Develop standards and programs to encourage AFH residents to participate in their communities' activities. DEH sponsored neighborhood "town meetings" are popular at some installations.
EXAMPLE	Implement a "Yard of the Week"/"Street of the Month" program including installation of an attractive sign in the resident's yard, publication of articles in the communities' newspaper, and announcement in other media. Establish a residence association with monthly meetings to exchange ideas and publish results to the chain of command. Encourage "adoption" of various areas (traffic islands, street corners, medians etc.) and landscaping maintenance.

N-15. HOUSING REFERRAL

a. Incoming Personnel.

Table N-15A
Incoming Personnel

ACOE TASK	Provide excellent Housing Referral services to incoming permanent and permissive TDY personnel.
CONDITION	In many cases, incoming personnel who arrive on an installation during non-duty hours are unable to obtain information pertaining to off-post housing that meets the Army's standards including equal housing opportunity guidelines.
ACOE STANDARD	Develop a program that will provide incoming personnel with off-post housing information, for units meeting Army standards, during non-duty hours.
EXAMPLE	Provide an information package concerning off-post housing and make it available to arriving personnel at the Installation Information Center or at the Central Billeting reception desk. Develop a roster of volunteers drivers, maintained by the Housing Referral office, to assist new arrivals in locating potential residences.

b. Off-post Listings.

Table N-15B
Off-post Listings

ACOE TASK	Provide sufficient quantity of quality off-post listings of available housing at the Housing Referral Office.
CONDITION	Many housing chiefs do not have contact with local community housing agencies resulting in an insufficient number of listings that meet soldier needs.
ACOE STANDARD	Develop a program that ensures housing personnel are pro-active in their efforts to maximize the quantity of quality units on their listings. Develop standards for success and monitor results.
EXAMPLE	Community liaison should include Board of Realtors, and local government and other community housing officials.

N-16. BILLETING OPERATIONS

Billet Operations.

Table N-16
Billet Operations

ACOE TASK	Provide quality temporary housing facilities and services for visiting personnel.
CONDITION	At many installations the transient quarters do not meet the same standards as a quality hotel. Particular attention should be focused on timely reception, billing, room and bath amenities, current information folders, comfortable furnishings, and on "rules" that do not insult the customer.
ACOE STANDARD	Survey customers on a regular basis with proven techniques to ensure that all transient quarters provide courteous and solicitous service that encourages customers to return. Establish standards to monitor same and monitor results. Network with other installations and share ideas on quality standards.

N-17. CONTRACT MANAGEMENT

a. Contract Services.

Table N-17A
Contract Services

ACOE TASK	Ensure quality services are provided by contractors.
CONDITION	Quality of work is often not adequately evaluated. Quality assurance personnel sometimes do not visit work sites, allowing deficient performance to pass unnoticed. CORs sometimes do not enforce contractor quality control.
STANDARD	Establish surveillance plans and measurable standards which ensure that QA evaluators perform complete inspections and make proper reports. Enforce QA and QC plans to ensure compliance with specifications and customer satisfaction.

b. Courteous Service.

Table N-17B
Courteous Service

ACOE TASK	Provide courteous service to customers who receive contracted services.
CONDITION	Many CORs do not provide the courtesy of keeping building occupants and family housing residents informed of the status of facility maintenance operations.
STANDARD	Coordinate all schedules of service with customers and establish a measurable procedure to obtain feedback on a regular basis. Act on the feedback.

N-18. SUPPLY MANAGEMENT

a. Timeliness.

Table N-18A
Timeliness

ACOE TASK	Ensure timely delivery of supplies and materials for DEH/FE projects.
CONDITION	Frequently DEH/FE projects are delayed because required supplies and materials are not readily available.
ACOE STANDARD	Establish measurable standards that ensure that construction related supplies and materials are made available within the specified period of time from the approval of a bill of materials for the project.

b. Supply Inventory.

Table N-18B
Supply Inventory

ACOE TASK	Ensure that adequate quantities of supplies and materials required for service order work are maintained.
CONDITION	Frequently service orders are delayed or only partially accomplished because of shortages of shop stock items.
ACOE STANDARD	Establish procedures to ensure that shop stock materials are programmed for and replenished within a specified time and that all line items are stocked at specified levels.

Section II

IMPLEMENTATION GUIDANCE FOR USE IN DEVELOPING INSTALLATION DESIGN GUIDE

N-19. Military communities must prepare and use an Installation Design Guide (IDG).

Military communities should provide efficient and pleasant physical environments conducive to attracting and retaining skilled and motivated personnel. Preparation and use of an Installation Design Guide (IDG) is a means to accomplish this by promoting visual order, enhancing site assets, relating the natural and man-made environment, and achieving a consistent architectural character. As part of the ACOE program, the IDG is now a mandatory component of an installation's master plan. It is intended that the IDG will provide guidelines to designers regarding unique installation requirements that need to be accommodated in the design of all construction including contract, in-house, and Expanded Self-Help projects. These standards should not conflict with other components of the facility design process including Army Regulations, policies, and Technical Manuals. An IDG should supplement these documents and provide guidance to designers to improve the appearance and function in of the community.

N-20. Each community must develop its own IDG.

a. It is essential that each community develop its own IDG, tailored to its specific situation and containing those guidelines dealing with such locally specific conditions as climate and prevailing architectural character, indigenous plant materials, and any other unique installation conditions or policies. In order to develop an IDG, it is necessary to establish specific goals and objectives for improving the visual attractiveness and functionality of the installation. The specific mission, priorities, existing visual assets and liabilities, and planned changes for the installation should influence the formulation of the goals and objectives. Based upon these objectives, the IDG should establish overall design guidelines for the community including: A general architectural design theme, indicating desired architectural character, materials, and color scheme; Plant materials appropriate to the installation and climate; Site planning for site systems including circulation, parking, signing, lighting, and utilities.

b. Beyond these guidelines, the scope and detail of the IDG can vary depending upon the specific needs of the community. It could address in detail any areas appropriate to the community (historic preservation, endangered species, etc.). The emphasis in developing these guidelines is to produce a document that provides clear and consistent command guidance to the designer. The format should make the IDG easy to use, expand, and update. Typically consisting of text, illustrations, and photographs, the IDG should have its narrative keyed as directly as possible to its supporting graphic illustrations or photographs. A three-ring loose leaf format is recommended as an economical one that readily allows additions and updating. During these times of constrained resources at all levels, the primary consideration should be on developing a quality hands-on document without costly embellishments. Additional information regarding preparation of IDGs can be found in TM 5-803-5, Installation Design.

N-21. IDGs should be approved in accordance with AR 210-20.

IDGs should be developed with input from each affected functional area within the installation from district engineers. The approval process will be in accordance with AR 210-20, "Master Planning for Army Installations". Each community will develop a procedure for implementation of IDG standards that allows for flexibility in the application of guidelines to a specific project. However, flexibility is in no case license to ignore the spirit and intent of the IDG.

N-22. MACOM will guide and approve while HQDA will monitor the effort.

Each MACOM will develop guidance to its communities encouraging speedy preparation and submission of IDGs. District Engineers will be advised of this change to the master plan process and will be available to assist in the development of quality IDGs. Although approval authority resides at the MACOMs, HQDA will monitor this effort to ensure that MACOM guidance is issued and that the IDGs developed address the key areas identified in this guidance.

Section III

IMPLEMENTATION GUIDANCE FOR USE IN DEVELOPING MACOM EXPANDED SELF-HELP PROGRAMS

N-23. EXPANDED SELF-HELP – (ESH).

Expanded Self-Help (ESH) is an extension of the Self-Help program established in AR 420-22. Traditional Self-Help programs have been used for maintenance work in family housing and troop housing areas. The Self-Help programs have been very successful, returning an estimated ten dollars for every one dollar invested by the Directorate of Engineering and Housing and Facilities Engineer (DEH/FE). The ESH builds on that success and extends the program to cover volunteer work by occupants in offices, work areas, barracks, and other facilities including housing. It includes work beyond basic maintenance, such as repair and minor construction.

N-24. ESH COMPATIBILITY WITH THE MISSION

ESH should be compatible with the mission of the MACOM/installation and should conform to the following conditions:

Appropriate work classification and project approvals need to be obtained from the DEH/FE. DEH/FE will provide training to participants prior to start of work. Work shall be on a voluntary basis for the benefit of the participating individuals.

N-25. ESH REPAIRS OR MINOR CONSTRUCTION

ESH allows for repair or minor construction projects for any building or area, including family housing, where the occupants have the skills and the motivation to improve their surrounding. Examples of projects include work in offices, lounges, shop areas, motor pools, and various range facilities. Projects may include, but not be limited to, replacement of drop ceiling, wall paneling, wainscoting, etc., and exterior grounds projects enhancing the landscape.

N-26. ESH HIGH STANDARDS

High standards and controls on quality of work are an essential part of this program. The standards should enhance the living and working environment and support the Army Communities of Excellence program.

N-27. RESPONSIBILITIES

- a.* MACOM and field operating agency commanders are responsible for command and technical supervision.
- b.* Community/installation commanders are responsible for ESH establishment and administration and on-site supervision.
- c.* The DEH/FE is responsible for providing technical guidance and assistance to participants. The DEH/FE should set the standards and provide the technical design support, training supervision, materials, and inspection/approval of the finished product. The DEH/FE will determine if each proposed ESH project can be satisfactorily accomplished by the requestor with the personnel available. Existing Self-Help stores should be operated by the DEH/FE to utilize their expertise to ensure that appropriate inventory is maintained to meet the needs of the community. The image of the Self-Help Store should be a combination of a professional, quality hardware retailer and a vocational training center.

N-28. STANDARDS

- a.* High Standards must be established in the Installation Design Guide (IDG). This is especially important in coordinated color schemes for both interior and exterior facilities. Excellence results from how well the standards are met, rather than how different the projects is from the organization next door. DEH/FE guidance is essential during the planning, design, and execution stages, but occupants/users of the facility should be allowed to build pride into their working and training areas.
- b.* Interiors. Well-designed and furnished living and working areas enhance job performance and quality of life. Office interiors should exhibit color coordination in wall covering, window treatments, signage, etc. Interiors should not only be aesthetically pleasing but also functional. Therefore, in setting standards the total environment (living, working or training) must be kept in mind.
- c.* Exteriors. Standards must be set for control and/or elimination of clutter. Landscaping projects are encouraged within the overall uniform plan which is consistent throughout the area. Painting must conform with color schemes established in the IDG. "Adoption" of areas by units/organizations is encouraged.

N-29. SUPPLIES AND EQUIPMENT

Supplies, equipment, and tools will be made available in the same manner as in the Self-Help program. (See AR 420-22)

N-30. ACCOUNTING FOR LABOR AND SUPPLIES

Accounting for labor and supplies will be the same as the Self-Help program. (See AR 420-22.)

Appendix O ENVIRONMENT

(Office of the Assistant Chief of Engineers).

The ACOE standards provided in this appendix were developed for the major environmental functions that most directly effect the community. They are not all inclusive but are intended to be a starting point for the creation of an excellent environmental program.

O-1. ENVIRONMENT AWARENESS

a. Job Related Training.

Table O-1A
Job Related Training

ACOE TASK	Environmental professionals and other personnel whose jobs relate to environmental program management, or otherwise have potential impacts on the environment, must receive prescribed training IAW applicable statutes and regulations.
CONDITION	Many installation personnel are not receiving required training, which adversely impacts job performance, reduces the overall effectiveness of environmental program management and increases the potential for adverse environmental impacts.
ACOE STANDARD	Installations will ensure that environmental training requirements are identified for all personnel and conduct such training IAW applicable statutes and regulations.

b. General Awareness Training.

Table O-1B
General Awareness Training

ACOE TASK	All personnel who live and work on the installation must be aware of the potential impact their activities may have on the environment. Personnel should also become active community players when issues surface that may affect the environment. The environment is everybody's business.
CONDITION	People often take the environment for granted and are not aware that each of our actions effects the environment to some degree. Additionally, people often do not get involved in actions that may affect them or the environment.
ACOE STANDARD	Installations will be evaluated on programs which increase the general environmental awareness of all personnel. Programs should include such things as circulating public awareness literature through public distribution channels and/or public bulletin boards, providing public awareness training on environmental issues, sponsoring poster or button campaigns, and similar activities.

O-2. NATURAL RESOURCE CONSERVATION AND CULTURAL PRESERVATION

a. Enhanced Stewardship Program.

Table O-2A
Enhanced Stewardship Program

ACOE TASK	Good stewardship mandates that we never lose sight of our responsibility to preserve and protect the precious resources that have been entrusted to our care. Prior to initiating any action that may have significant impacts on the environment, installations must conduct an assessment of the proposed action to determine what the impacts will be, and to outline steps to eliminate or mitigate negative impacts. The findings in the assessment must be considered prior to making a final decision on the proposed action.
CONDITION	Installations often undertake major actions that have the potential to significantly impact the environment. Failure to properly conduct an appropriate assessment as outlined above places the installation in violation of the National Environmental Policy Act, Executive Order 12114 and/or other regulatory requirements. This jeopardizes timely accomplishment of the proposed action and results in considerable litigation or liability for the Army.
ACOE STANDARD	Prior to making a decision on a proposed action, installations will ensure that careful consideration is given to potential environmental impacts. An appropriate assessment must be conducted IAW applicable regulations, clearly delineating the affected environment, the environmental impacts of the proposed action, and steps that could be taken to mitigate or eliminate any adverse impacts.

b. Cultural/Natural Resource Program Management.

Table O-2B
Cultural/Natural Resource Program Management

ACOE TASK	An effective cultural/natural resource program is needed to ensure the continued protection, improvement and use of these resources according to principles that provide optimum public benefit and support the military mission for present and future generations. These programs must be fully coordinated and balanced with appropriate Federal, State and/or host nation requirements as may be appropriate.
CONDITION	Many installation programs lack proper focus and do not comprehensively address the full spectrum of management areas such as forestry, fish and wildlife, land management, wetlands, endangered and threatened species, the preservation of historical and archaeological sites, and outdoor recreation.
ACOE STANDARD	Installations must have an Integrated Natural and Cultural Resources Management Plan which will provide for optimum use and enjoyment while sustaining environmental quality, ecological relationships and quality of life. The program should be fully coordinated with appropriate Federal, State and/or host nation agencies.

O-3. A CLEANER ENVIRONMENT IN WHICH TO WORK AND LIVE

a. Recycling Program.

Table O-3A
Recycling Program

ACOE TASK	Installations should establish recycling programs to save landfill space, precious energy and resources by transforming recovered materials into new or reusable products. To be truly effective, the program must actively involve the entire community.
CONDITION	Most installations generate enormous quantities of solid waste that usually end up being disposed in landfills. This disposal of reusable materials (such as paper products, glass, metals & plastics) wastes precious resources and scarce landfill space. Additionally, installations have not adopted a proactive stance on use of products made from recycled materials. Many installations are not reaping monetary rewards through the sale of recyclable materials.
ACOE STANDARD	Installations will establish a viable recycling program that encourages active participation by all members of the community. The program will include positive measures to increase the use of recycled products (such as paper) in lieu of virgin items.

b. Hazardous Waste Minimization Program.

Table O-3B
Hazardous Waste Minimization Program

ACOE TASK	Installations should take effective action to reduce dependency on use of hazardous materials, thereby decreasing the amount of hazardous waste that must be disposed of.
CONDITION	Installations generate enormous quantities of hazardous waste during daily operations, particularly those involving the industrial base. This is due in large part to our continuing use of hazardous materials which must later be disposed. The total cost for treatment, storage and disposal is large, and diverts funds from other critical installation program areas.
ACOE STANDARD	Installations will establish a viable hazardous waste minimization program which supports the Army goal of reducing hazardous waste generation by 50% by 1992 (1985 base). It should focus on such things as actively seeking non-hazardous substitutes for hazardous materials now in use, reuse or recycling of hazardous materials, waste stream analysis, and other initiatives to reduce the amounts of hazardous waste generated in both the home and workplace.

c. Radon/Asbestos Abatement Program.

Table O-3C
Radon/Asbestos Abatement Program

ACOE TASK	Installations should have an established program to identify and remediate radon and asbestos contamination that may be present in facilities.
CONDITION	Many of our facilities are old and were constructed with asbestos containing materials. Additionally, radon gas has recently been identified as a potential source of ill health effects when high levels accumulate in buildings and other structures. These substances present serious health risks to installation personnel, both at home and in the workplace.
ACOE STANDARD	Installations will be evaluated on the success of their Radon/Asbestos Abatement Program in ensuring that (1) all facilities are screened for the presence of these contaminants, and (2) remedial action plans are implemented when contamination is found in unacceptably high levels. Current Army goals are to conduct all radon assessments by the end of FY 91, and have completed all asbestos surveys by the end of May 1991. The presence of asbestos in buildings scheduled for demolition must not cause undue delay in the demolition program. The damages must be contained and work completed.

d. Environmental Compliance Program.

Table O-3D
Environmental Compliance Program

ACOE TASK	Installations must ensure that day-to-day operations are undertaken in accordance with requirements set forth in environmental statutes and regulations at the Federal, State, local and/or host nation level.
CONDITION	Installation operations impact the environment across the full spectrum of media program areas. Frequently, installations are found to be out of compliance with some of the requirements set forth by the regulatory agencies. This can create serious problems because it degrades mission performance and quality of life, increases installation burden, generates litigation, contributes to pollution, creates potential liabilities for the installation and the federal government, and darkens our public image.
ACOE STANDARD	Installations will develop standards on their environmental compliance program to include: training, planning and programming, resourcing, assessing, and correcting deficiencies in the most expedient, cost-effective manner with minimal impact on the military mission. Required audits must have been conducted IAW AR 200-1, management plans must be developed to address findings, and needed projects must be reflected on annual work plans. Particular attention must be paid to any formal enforcement action or investigation by a Federal, State, local or host nation regulatory agency.

O-4. IMPROVED PUBLIC AWARENESS OF INSTALLATIONS AS COMMUNITY LEADERS IN PROTECTING THE ENVIRONMENT

a. Public Relations/Affairs Program.

Table O-4A

Public Relations/Affairs Program

ACOE TASK	Installations must establish effective environmental public relations programs to involve citizens in the decision making process and to prevent or resolve citizen conflict through proactive two-way communication.
CONDITION	Installations often undertake activities that have potential impacts on the environment without being sensitive to the concerns the action might generate among the surrounding community. The results of this oversight have historically been negative news coverage, citizen-generated Congressional interest, and adverse public reaction.
ACOE STANDARD	Installations will be evaluated on their environmental public relations/affairs program that actively promotes community involvement. The program will include procedures for keeping elected officials and the public informed of the overall environmental program, and particularly proposed actions or operations that may have environmental consequences. This may include such things as regularly sending fact sheets or news releases about installation environmental activities, providing a contact person at the installation to expedite answers to questions from constituents, and providing tours or briefings so that the public will better understand the issues. Additionally, installations must meet all requirements under SARA Title III, Emergency Planning and Community Right To Know Act.

b. Paragraph not used.

Appendix P

SINGLE SOLDIER INITIATIVES

(Office of the Deputy Chief of Staff for Personnel/U.S. Army Community and Family Support Center).

P-1. INTRODUCTION

The intent of the guidelines below is to have greater involvement and representation of the single soldier in installation programs, policies, and planning. Single soldier participation in installation policies, programming and planning must be proportionate to the total community population. Through this participation soldiers can have a voice in ensuring improved working and living conditions, improved services and facilities, and a renewed sense of community for the young, single soldier. The soldier must be afforded a sense of belonging that will enhance personal excellence and readiness and will aid in retention and increase combat readiness.

P-2. SINGLE SOLDIER ISSUES

Single Soldier Issues.

Table P-2
Single Soldier Issues

ACOE TASK	Determine single soldier needs and wants.
CONDITION	Commanders and staffs are concerned with the needs and preferences of the single soldier, but those needs and preferences are not always reflected in installation programming.
ACOE STANDARD	The commander should have a program to obtain and represent single soldier needs/wants, provide the single soldier with the opportunity to articulate their issues, and ensure follow up action on the needs identified.

P-3. SINGLE SOLDIER VOICE

Single Soldier Voice.

Table P-3
Single Soldier Voice

ACOE TASK	Provide a voice for the single soldier.
CONDITION	Single soldiers are often not represented equitably on appropriate community committees, boards, and advisory councils.
ACOE STANDARDS	Ensure single soldier representation on appropriate community related activities committees, boards and advisory councils. Examples: Human Resources and Community Life Councils, Army and Air Force Exchange Services (AAFES) Advisory Boards, Installation Planning and Minor Construction Advisory (MCA) Boards, Mayoral programs for soldiers living in the barracks, etc.

P-4. SOLDIER INVOLVEMENT

Soldier Involvement.

Table P-4
Soldier Involvement

ACOE TASK	Establish on-going single soldier involvement in the planning, development and delivery of quality of life activities.
CONDITION	Sometimes overlooked is single soldier volunteer involvement to more effectively improve their leisure time activities.
ACOE STANDARD	Develop plans for identification, use, training and recognition of single soldier volunteers, ensure that they are involved in the planning development, and delivery of quality of life activities.
ACOE TASK	Single soldier participation in the Army Family Action Plan (AFAP) process.
CONDITION	Many soldiers are uninformed about the AFAP process and thus participation is low.
ACOE STANDARD	Ensure single soldier participation at all levels in the AFAP process.

Appendix Q SAFETY

(Office of the Director of Army Safety).

Q-1. GENERAL

a. Safety is among the most important quality of life elements in any community. Various worker studies have consistently shown that safety on the job ranks high among worker concerns. Safety in other aspects, such as family, recreation, and home must also be an important factor in assessing community of excellence performance.

b. The commander has direct responsibility for ensuring the safety of the installation. The installation safety manager is responsible for the development and implementation of comprehensive safety programs in support of the commander's mission. Safety managers must also monitor compliance with applicable Federal, state and local laws, DoD and Army regulations, and other applicable standards. Safety is everyone's business.

Q-2. SAFETY OFFICE

Safety Office.

Table Q-2
Safety Office

ACOE TASK	Verify safety office organization and structure.
CONDITION	Safety office functionality and staffing varies at installations.
ACOE STANDARD	The installation safety office must be organized and structured IAW AR 5-3 and AR 385-10. The safety manager is a member of the commander's special staff, reports directly to the commander and meets Office of Personnel Management Standards as a safety manager GS/GM 018 or safety engineer GS/GM 803.

Q-3. ACCIDENT PREVENTION

Accident Prevention.

Table Q-3
Accident Prevention

ACOE TASK	Verify the development of accident prevention programs.
CONDITION	Programs to prevent injury, death and property loss due to unsafe acts or conditions vary in specificity.
ACOE STANDARD	Command safety goals must be clearly documented, and the installation commander personally involved in the development of safety programs in order to address local causes of accidents. Program effectiveness is verified by achievement of command safety goals and reflected in the accident experience record.

Q-4. POV ACCIDENT PREVENTION

POV Accident Prevention.

Table Q-4
POV Accident Prevention

ACOE TASK	Privately Owned Vehicle (POV), accident prevention programs must be effective. POV accidents are the largest single cause of military fatalities. These losses are preventable. Reduction of motor vehicle, motorcycle, and other POV accidents is possible with a visible POV safety program and the enforcement of regulatory standards.
CONDITION	POV accident prevention programs vary in effectiveness.
ACOE STANDARD	The POV safety program must be developed and implemented IAW DODI 6055.4, AR 385-55 and AR 600-55. The installation safety office must verify the effectiveness of the motor vehicle, motorcycle, and other POV accident prevention programs through an analysis of local POV accident statistics.

Q-5. CIVILIAN RESOURCE CONSERVATION PROGRAM

Civilian Resource Conservation Program.

Table Q-5
Civilian Resource Conservation Program

ACOE TASK	Develop a viable Civilian Resource Conservation Program (CRCP) and civilian accident prevention program.
CONDITION	A measurable, effective program to reduce injuries, occupational illnesses, and/or property damage in the civilian component varies in effectiveness.
ACOE STANDARD	The installation safety office must provide applicable accident prevention training to commanders/civilian supervisors and their employees and ensures training is entered into the employee personnel files. The installation safety office follows the Installation Key Action Plan guidelines for policies, procedures and requirements. Success of the program is measured by analyzing the record of the number and severity of Federal Employees Compensation Act (FECA) claims.

Q-6. OCCUPATIONAL SAFETY AND HEALTH COMPLIANCE

Occupational Safety and Health Compliance.

Table Q-6
Occupational Safety and Health Compliance

ACOE TASK	Ensure Occupational Safety and Health Act compliance.
CONDITION	Variations exist in the provisions of safe and healthful workplaces for military and civilian employees. Supervisors and employees require training to perform safely on the job.
ACOE STANDARD	Establish specific measurable criteria to ensure personnel are aware of safety programs and implement procedures and practices that comply with safety goals and principles.
EXAMPLE	Safety awareness training is provided to personnel in all applicable areas; e.g., Hazard Communication Standard, OSHA compliance, hazard recognition, and reporting. Safety inspections of facilities are conducted on schedule with timely corrections of deficiencies. Job safety information is made available to employees at all levels.

Q-7. CHILD CARE

Child Care.

Table Q-7
Child Care

ACOE TASK	The safety office provides adequate safety services to support, evaluate and inspect Family Support Services as they relate to Child Care Centers, and child care homes.
CONDITION	Safety services provided to Child Care. Development Centers and family child care homes are not always adequate to minimize the probability of accidents and injuries to children and workers within these environments. Safety office provided training to child care workers and family members to ensure children are properly cared for is sometimes inadequate.
ACOE STANDARD	Safety office must establish an awareness program to inform family members of hazards in the home and establish an on-going program to collect and analyze accident data to determine accident causes and develop appropriate countermeasures. Safety office must establish recurring inspections for Child Care Services IAW AR 608-10.

Q-8. RECREATIONAL ACTIVITIES

Recreational Activities.

Table Q-8
Recreational Activities

ACOE TASK	Ensure safety services provided to personnel and community activities are adequate to minimize accidents and injuries to service members and their families during recreational activities.
CONDITION	Safety services provided Morale, Welfare and Recreation activities are not always adequate to minimize accidents and injuries to service members and their families, and do not ensure compliance with established standards.
ACOE STANDARD	Safety Office must establish an accident prevention program to inform service members and their families about the hazards associated with recreational activities.

Q-9. RISK AWARENESS

Risk Awareness.

Table Q-9
Risk Awareness.

ACOE TASK	Incorporate risk awareness/management into military operational training as directed by AR 385-10. (An element of risk to the individual soldier is inherent in military training. Conducting such training safely requires that leadership be sensitive to risks involved. Managing risk is a function of training/operations planning, preparation and execution. For all operations a thorough risk assessment must be accomplished and safeguards in place to insure these risks are minimized to the maximum extent possible.).
CONDITION	An appreciation of the provisions of AR 385-10 concerning risk awareness/management is not understood by all commanders.
ACOE STANDARD	A formalized risk assessment program is established and leadership is familiar with its purpose and content. Army leadership has implemented risk management into all operational training events.

Q-10. SAFETY TRAINING

Safety Training.

Table Q-10
Safety Training

ACOE TASK	Job safety training is provided to all employees.
CONDITION	Installation employees are not always provided with the job safety training needed to avoid significant risk of accidents or injury.
ACOE STANDARD	Compliance with the provisions of AR 385-10 as it relates to the safety training of personnel, specifically in the following areas: <ul style="list-style-type: none">(1) Hazard recognition(2) Job safety procedures(3) Legally mandated safety training(4) Employee rights and responsibilities(5) Supervisor safety training(6) Safety staff training(7) Command and management training

Q-11. RANGE TRAINING

Range Training.

Table Q-11
Range Training

ACOE TASK	Ensure a safe environment is maintained while conducting firing range training activities.
CONDITION	All safety offices do not ensure adequate training and briefings have been conducted for officers and NCOs prior to assumption of duties as range safety personnel. Range control personnel do not always ensure that thorough preliminary briefings and on site inspections are conducted to ensure safe range operations.
ACOE STANDARD	<p>Develop and monitor a curriculum designed to promote an understanding of AR 385-62, AR 385-63, local range regulations and any additional publications that are necessary to conduct safe range operations.</p> <p>Range control personnel inspect the range training site, ensure proper regulations/publications are on hand and all activities are in compliance with the intent of the regulations/publications. Range control ensure the OIC is briefed with the findings of the on-site inspection.</p>

Q-12. ARMY SUGGESTION PROGRAM

Army Suggestion Program.

Table Q-12
Army Suggestion Program

ACOE TASK	Ensure the quantity and quality of responses to suggestions processed by the installation safety office are appropriate.
CONDITION	Responses to suggestions vary in timeliness.
ACOE STANDARD	Action is taken when the suggestion is within the capability of the installation. Suggestion is promptly forwarded to a higher headquarters when the suggestion may have wider implications.
EXAMPLE	On occasion, installation safety offices are asked to support the program by reviewing and providing comments on employee suggestions. Many times these are not entirely safety related, but in the interest of supporting the program, safety offices do make comments. Other suggestions impact directly on the safety and occupational health programs and are responded to in the normal course of staff actions.

Q-13. ARMY SAFETY AWARDS PROGRAM

Army Safety Awards Program.

Table Q-13
Army Safety Awards Program

ACOE TASK	Installation safety offices monitor activities to ensure outstanding safety performance by activities or individuals is rewarded.
CONDITION	Recognition and reward of outstanding safety performance varies widely.
ACOE STANDARD	Deserving activities and individuals must be presented awards in a timely manner IAW AR 672-74.

Appendix R

ARMY CAREER AND ALUMNI PROGRAM (ACAP)

(The U.S. Total Army Personnel Command/The Adjutant General Directorate).

R-1. GENERAL

a. The Army Career and Alumni Program has been developed to provide a comprehensive system to assist personnel leaving the Army in a caring, disciplined and organized manner, with strong emphasis on retaining quality. The program is targeted to serve all personnel who are leaving the Army – soldiers, civilians and family members.

b. The Army Career and Alumni Program will synchronize current installation transition services and add to selected installations ACAP Transition Assistance Offices (TAO's) and Contracted Job Assistance Centers (JAC's). ACAP promotes the ability to both recruit and retain a quality force in the years ahead by proving that the "Army takes care of its own."

R-2. CUSTOMER SERVICE

Customer Service.

Table R-2
Customer Service

ACOE TASK	Provide transition services to ACAP clients in a caring, disciplined and organized manner.
CONDITION	ACAP programs vary in their attempt to provide high level customer service.
ACOE STANDARD	Courteous and professional customer assistance is provided by the ACAP staff.

R-3. PROFESSIONAL ACAP FACILITIES

Professional ACAP Facilities.

Table R-3
Professional ACAP Facilities

ACOE TASK	Provide professional looking functional ACAP office facilities
CONDITION	ACAP office vary in physical conditions which may affect the image of the ACAP program as well as the Army in the eyes of the customer. Physical appearance will impact the overall desired professional atmosphere. The ACAP office is the first stop in the transitioning process and sets the stage for further transitioning services
ACOE STANDARD	Design the ACAP office to meet interior design guidelines. Wall coverings, wall art and plants enhance the office. Administrative office space should be partitioned so that the administrative staff can greet and direct a high volume of traffic. Adequate space should be allocated to allow for private counseling interviews with transitioning personnel.

R-4. MARKETING THE ACAP PROGRAM

Marketing the ACAP Program.

Table R-4
Marketing the ACAP Program

ACOE TASK	Ensure commanders and their staff, supervisors and transitioning personnel are aware of the ACAP program.
CONDITION	There are wide variations in the initiatives taken by the ACAP staff to publicize the ACAP program.
ACOE STANDARD	Based on locally established criteria, develop a system to disseminate information about ACAP using briefings, newspaper articles, TV and radio, special interest organizations, human resource councils and town meetings.

R-5. CLIENT EVALUATION OF SERVICES

Client Evaluation of Services.

Table R-5
Client Evaluation of Services

ACOE TASK	Provide means for clients (customers) to provide direct feedback on types of services offered by the ACAP office, then act upon it.
CONDITION	Programs vary in amount of client feedback on services provided and how the feedback is handled.
ACOE STANDARD	Establish specific measurable criteria to ensure that a system is implemented where clients can provide input on services offered by the ACAP offices. This will result in tailoring the ACAP offices to best serve the needs of transitioning personnel.

R-6. COORDINATION TRANSITION SERVICES

Coordinating Transition Services.

Table R-6
Coordinating Transition Services

ACOE TASK	Provide synchronized, integrated transition assistance services.
CONDITION	Offices that assist with transition issues are often scattered throughout the installation causing confusion among commanders, supervisors and transitioning personnel concerning what services are required for an efficient transition process.
ACOE STANDARD	Actively seek out other transition service providers and establish effective working relationship. Seek opportunities to explain ACAP service to other service providers. Synergize and coordinate all installation transition services. Where possible have one-stop ACAP services.

UNCLASSIFIED

PIN 064917-000

USAPA

ELECTRONIC PUBLISHING SYSTEM

OneCol FORMATTER .WIN32 Version 158

PIN: 064917-000

DATE: 08- 9-01

TIME: 13:57:37

PAGES SET: 125

DATA FILE: C:\wincomp\sueswi.fil

DOCUMENT: DA PAM 600-45

DOC STATUS: NEW PUBLICATION